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Ontario
Ministry of
Labour

Women Crown
Employees
Office

Report 1980-81

*The Status of
Women Crown Employees*

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- A 56

LETTER OF TRANSMITTAL

The Honourable Marshall A. McLachlan
Minister of Labour
Province of Ontario
Parliament Building
Toronto, Ontario

SEVENTH ANNUAL REPORT

ON THE STATUS OF

(as placed in progress by the Minister of Labour, Ontario, in the Seventh Annual Report on the Status of Women Crown Employees for the fiscal year 1980/81)

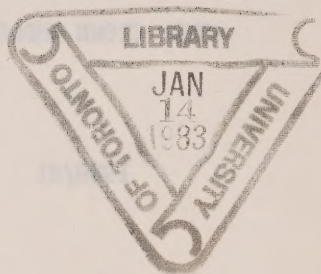
The report documents the progress made in the seventh year of the Ontario Women Crown Employees' Program. The program was established in 1974 by the Ontario Government to provide a framework for the development of a career ladder for women Crown employees. The program is administered by the Ontario Women's Institute, which is a non-profit organization established in 1974. The program is designed to provide a career ladder for women Crown employees, and to provide a framework for the development of a career ladder for women Crown employees. The program is designed to provide a career ladder for women Crown employees, and to provide a framework for the development of a career ladder for women Crown employees.

WOMEN CROWN EMPLOYEES

1980/81

This program, administered by the Ontario Women's Institute, is the result of considerable work in the past few years. The program is designed to provide a career ladder for women Crown employees, and to provide a framework for the development of a career ladder for women Crown employees. The program is designed to provide a career ladder for women Crown employees, and to provide a framework for the development of a career ladder for women Crown employees.

Toronto
March, 1981



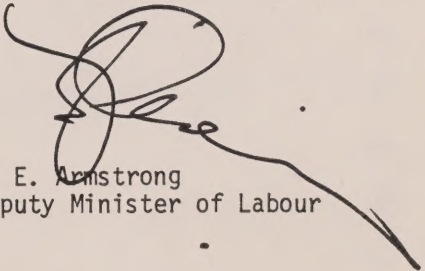
LETTER OF TRANSMITTAL

The Honourable Russell H. Ramsay
Minister of Labour
Province of Ontario
Parliament Building
Toronto, Ontario

I am pleased to present to you, for tabling in the Legislature, the Seventh Annual Report on the Status of Women Crown Employees for the fiscal year 1980/81.

The report documents the activities and results in the seventh year of the Ontario Government's Affirmative Action Program for women Crown employees. It was prepared by the Women Crown Employees Office to fulfil the monitoring and auditing function established in the June 1973 provincial Green Paper, Equal Opportunity for Women in Ontario: A Plan for Action, the subsequent instructions about the Program received from Premier William G. Davis, and the new Directive on Affirmative Action, effective April 1, 1980.

This program monitoring and evaluation material is the result of considerable work on the part of the Women Crown Employees Office, the Affirmative Action Program Managers in the ministries and Crown agencies, and many others in the Ontario Public Service who contribute to the Affirmative Action Program.



T. E. Armstrong
Deputy Minister of Labour

Toronto
March, 1982

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APPENDIX AFFIRMATIVE ACTION PROGRAM DIRECTIVE:
Excerpt from Manual of Administration

INTRODUCTION

CHAPTER 1

The fiscal year 1980/81 was the first year of activity under the new Directive on the Affirmative Action Program for women Crown employees, which took effect on April 1, 1980. It is therefore the first full year during which results have been recorded for competitions in the under-represented classes in categories and modules, and the first year when the results can begin to be accumulated in order to test the validity and effectiveness of the Directive's planned thrust towards priority areas for planning targets. (See Appendix, page 4-55-1).

It should perhaps be reiterated that numerical planning targets are not quotas. They are projections that numerically define the minimum number of women that can be hired/promoted into under-represented classifications over a given period of time. The targets are established using projections of the number of vacancies expected for those classes and the percentage that women comprise of all persons qualified to fill the vacancies estimated (female availability rate).

It is already becoming apparent from the statistics gathered that further refinement of the data base is required, together with more detailed analysis of the impact of the targets on overall service-wide trends. It also seems realistic to expect two or three years of consistent reporting and analysis to be completed before any major modification to the planned approach is contemplated.

Once again during 1980/81, women made modest but consistent gains in several of the management modules and bargaining unit categories. More ministries are establishing improved management processes and techniques, at the same time incorporating the goals and objectives of affirmative action into those processes. This should provide a more permanent and long term basis for improvement of the status of women Crown employees.

In times of continuing budgetary and human resources constraints in the Service, the gains maintained by women are seen as a probable result of commitment by the government to affirmative action, since in other jurisdictions where affirmative action is not a policy feature, women tend to be losing ground.

This year's report is similar in coverage to previous years with some format changes, some additional tables in the area of competitions, and some tables omitted which were found not to be useful (segregated and integrated occupational groups).

Where changes in the data base have affected year-to-year comparisons, notations have been made. e.g. inclusion of Senior Payroll as a separate ministry (in the average salary tables).

CORPORATE ACTIVITIES:
THE WOMEN CROWN EMPLOYEES OFFICE

The major responsibilities of the Women Crown Employees Office (WCEO) are:

- . Program Development and Co-Ordination;
- . Research, Monitoring and Evaluation;
- . Information and Education

related to the Affirmative Action Program. While the WCEO has been designated to carry out these functions, the Office works closely with the Civil Service Commission and its staff, and the Management Board and its staff. These central agencies have primary responsibility for policies and programs which affect all employees.

This chapter will report on the activities of the WCEO and those other areas of Government which contributed toward the Affirmative Action Program.

PROGRAM DEVELOPMENT AND CO-ORDINATION

As a result of the issuing of the new Directive, effective April 1, 1980, the WCEO continued to focus its attention on the development of more sophisticated techniques in order to implement and monitor the provisions of the Directive more effectively. Specifically, much work was done in developing program planning and evaluation techniques and reporting mechanisms for the use of ministries and the WCEO. A start was made to the development of statistical data to facilitate the targetting process.

Implementation of the New Directive

The major elements of the new Directive were implemented.

1. Ministries set annual numerical planning targets which were reviewed by the WCEO and approved by Management Board of Cabinet.
2. Management Board established an Affirmative Action Incentive Fund of \$270,000 for this fiscal year. The Fund is administered by the WCEO and is accessed by ministries to provide salary dollars to fill-in for women who have been provided with accelerated career development activities. The ministries fund the majority of these activities from within their existing salary and wages budget; however, the Incentive Fund provides additional monies if required as an incentive to provide more career development opportunities.
3. Management Board and Cabinet reviewed ministries' progress in achieving their numerical targets twice during the fiscal year: at September 30, 1980 and March 31, 1981.

4. The requirement to address affirmative action results in the performance appraisal of managers was begun in several ministries, with a commitment from all ministries that this feature would be integrated along with the development of their formal performance appraisal systems.
5. All ministries chose appropriate program priorities in order to maximize results in their Affirmative Action Program. The impact of these priority areas on service-wide statistics will take two to three years to determine accurately.

The current Directive is reproduced as the Appendix of this Report.

Corporate Issues Report

During the 1980/81 fiscal year, significant progress was made in researching and comparing recommendations to the Civil Service Commission in the form of a further Corporate Issues Report. There were 17 issues identified by the WCEO and Affirmative Action Council as affecting the Affirmative Action Program, and these will be presented to the Civil Service Commission formally during the 1981/82 fiscal year.

Issues were wide-ranging and included maternity leave, women into senior management, sexual harassment, apprenticeship, staffing standards, and word processing.

Clerical Services/Office Services Classification Review

The Women Crown Employees Office and representatives of the Affirmative Action Council provided further input to the Classification Standards Project being carried out by the Civil Service Commission. This study affects over 17,000 employees, the majority of whom are women.

Experience '80

A summer employment program for students was offered by the WCEO once again, and employed 13 students in a variety of placements in ministry affirmative action offices as well as in the WCEO itself.

These placements provided the students with an opportunity to gain direct experience in affirmative action through their participation in projects relating to research, education, publicity and program development.

The students were given a two day orientation which provided information on a broad range of issues relating to women in the work force and the Affirmative Action Program in the Ontario Public Service, as well as the structure of the Government of Ontario. During the summer, the students also attended a two day session on career life planning.

The Experience '80 Program was organized by the Ontario Youth Secretariat.

Affirmative Action Council/Personnel Council Liaison

The Women Crown Employees Office continued to meet as part of the Affirmative Action Council/Personnel Council Liaison Committee established in 1978/79 to facilitate co-operation between the Affirmative Action Program and the personnel community. The Committee provides an opportunity for the Personnel Manager's perspective to be considered in the review of affirmative action concerns. The long term success of the Affirmative Action Program is dependent on co-operation with all aspects of personnel management. The Liaison Committee for 1980/81 was composed of the Director, Women Crown Employees Office, the President of the Affirmative Action Council, and the Personnel Directors of the Ministries of Health and Housing.

RESEARCH MONITORING AND EVALUATION

Data Packages

The WCEO provides a statistical information package to each Affirmative Action Program Manager twice yearly. The package includes data on hiring and promotion activity and occupational and salary distribution of men and women in the ministries.

Following upon the issue of the new Directive, MBR technical assistance packages were also developed to assist Affirmative Action Program Managers in establishing planning targets and planning other related affirmative action activities.

Preparation of the Sixth Annual Report

The preparation and collection of data and material for the Annual Report on the Status of Women Crown Employees commenced in the spring. Analysis of ministry and service-wide data was completed during the summer and fall months. The Annual Report is prepared by the WCEO and it is the result of a collective monitoring and evaluation effort on the part of all Affirmative Action Program Managers in the ministries and Crown agencies.

Analysis and Evaluation of Ministry Affirmative Action Plans

Each year the ministries submit plans to the WCEO covering the following year's Affirmative Action Program. As a result of the new Directive, all ministries are now required to submit detailed Management By Results (MBR) plans based on the numerical planning target concept. These plans are reviewed by the WCEO and recommended to Management Board for approval. The ministries then submit the plans to Management Board integrated with other budget and program plans for their ministry.

General Management Report

An additional reporting and corporate evaluation feature which was introduced as part of the new Directive involves a semi-annual report to the WCEO by ministries on progress towards the planned MBR targets. This includes hire/promotion results and achievements in the area of accelerated career development initiatives.

The WCEO consolidated the information and provided a semi-annual report to Cabinet as part of the General Management Report to Cabinet.

INFORMATION AND EDUCATION

Seminars and Speaking Engagements

The speaking engagements undertaken by the staff of the Women Crown Employees Office were mainly for internal government meetings, courses or seminars. The staff provided information about the Affirmative Action Program work carried out at the corporate level, as well as providing input to corporate training courses such as staffing workshops or the program executive seminars for senior managers in the OPS.

Regional Information Days

The Women Crown Employees Office participated on the Affirmative Action Council Task Force which determined the location and content of special affirmative action information days delivered to staff in the regions.

CORPORATE ACTIVITIES:
THE AFFIRMATIVE ACTION COUNCIL

The Ontario Government's Affirmative Action Council is an official body within the Government composed of the Affirmative Action Program Managers of each ministry and Crown agency of the Province of Ontario. Management Board of Cabinet approved the Council's establishment in May 1976, to provide its members with the opportunity for discussion and planning relating to issues, policies and practices affecting women Crown employees. The Council provides a formal mechanism for two way communication between the Affirmative Action Program Managers and the Director of the Women Crown Employees Office and, through this position, to the central agencies and councils of the Government of Ontario.

Council membership includes the Affirmative Action Program Managers of each ministry and Crown agency which has appointed Affirmative Action Program Managers. Associate membership is held by Program Assistants, the Day Care Counsellor and the Executive Officer of the Ontario Status of Women Council. The Director of the Women Crown Employees Office is an ex-officio member of the Council.

Through monthly meetings and a number of task forces, the members are able to identify problem areas within their mandate and to recommend modifications to existing corporate policies and practices. They also act as a sounding-board for proposed solutions that might affect the status of women Crown employees.

The Affirmative Action Program Managers elect an Executive Committee annually. During 1980/81 the Executive was:

Pauline Radley	President	Correctional Services
Linda Pergantes	Vice-President	Industry & Tourism

Yvonne Manol, Consumer & Commercial Relations (from December 1980)

Bette Pie, Health

Kathryn Stephen, Transportation and Communications

Ann Taylor, Government Services (from December 1980)

TASK FORCES

The Council Work Plan identified the major issues to be addressed during the 1980/81 fiscal year and determined the task forces to be created. The activities of the task forces provide an overview of the work of the Council. The Women Crown Employees Office was represented on each of the task forces and ad hoc committees.

ACCELERATED CAREER DEVELOPMENT TASK FORCE

Purpose:

To assist the ministries and the Women Crown Employees Office in the planning, development and implementation of accelerated career development.

Action:

A workshop was held providing information on the assessment centre technique, secondment, human resources, management initiatives and inventories of senior women.

Studies and a survey were done on the feasibility of preparing a corporate human resources data bank for women. From the response to the survey, two accelerated career development forms were prepared to facilitate networking among the various ministries in the Ontario Public Service. One was to identify possible developmental assignment areas available, and the other was a candidate profile to be used for women interested in a career development assignment.

A workshop was held on assessment centre training covering the use of assessment centres in the Ontario public service and private industry, advantages/disadvantages, planning and simulation of exercises used in the centres.

Representation:

Agriculture and Food
Attorney General
Consumer and Commercial Relations
Environment (Chair)
Housing

CORPORATE ISSUES TASK FORCE

Purpose:

To provide interface between the Affirmative Action Council, the Women Crown Employees Office, the Personnel Council and the Civil Service Commission on corporate issues affecting women Crown employees.

Action:

Discussion with the Civil Service Commission and the Personnel Council on a wide range of issues such as staffing, compensation, benefits and training and development. A final report and recommendations will be submitted to the Civil Service Commission.

Representation:

Director, Women Crown Employees Office (Chair)
President, Affirmative Action Council
Vice-President, Affirmative Action Council
Director of Personnel, Health
Director of Personnel, Housing
Director, Staff Development Branch, Civil Service Commission
Director, Recruitment Branch, Civil Service Commission
Executive Director, Compensation Division, Civil Service Commission

OUTREACH RECRUITMENT TASK FORCE

Purpose:

To develop effective outreach strategies to raise and diversify the occupational distribution of women in the Ontario Public Service.

To develop a model for outreach recruitment to increase the number of women in the Ontario Public Service in under-represented occupations.

Action:

A half-day workshop on Effective Outreach was held and the Effective Outreach Resource Handbook was distributed to Affirmative Action Program Managers. The handbook included the model on outreach recruitment, information on the Ontario Youth Secretariat, student guidance information services, professional organizations, Women into Non-Traditional Occupations and a listing of resource people at community colleges of applied technology.

Representation:

Agriculture and Food (Co-Chair)
Culture and Recreation
Health
Industry and Tourism
Revenue
Solicitor General (Co-Chair)
Transportation and Communications
Women Crown Employees Office

PROFESSIONAL DEVELOPMENT FOR AFFIRMATIVE ACTION PROGRAM MANAGERS TASK FORCE

Purpose:

To respond to the council's need for direct management skills, practical based workshops and other information sharing mechanisms.

Action:

Information sessions for program staff were held on "Counselling" and "Meeting Leading".

A resource package providing information on organization books and publications relevant to affirmative action was printed and distributed to all program offices.

A two-day residential session was held for program managers on "Changing Human Systems".

"Looking Ahead 1981", replacing the annual one-day session "Taking Stock", was held to provide Affirmative Action Program staff and guests with information on the future involvement of women in the labour force.

Representation:

Consumer and Commercial Relations (Chair)
Housing
Industry and Tourism
Ontario Educational Communications Authority (TV Ontario)
Workmen's Compensation Board
Women Crown Employees Office

REGIONAL DELIVERY TASK FORCE

Purpose:

To provide ongoing information and training sessions to women Crown employees in the regions.

Action:

One-day interministerial sessions were held in Kitchener-Waterloo, Brockville, Kirkland Lake, Sudbury, Niagara Falls, Orillia, Huntsville, Chatham, Peterborough, London and Alliston.

Noon-hour sessions on pensions, benefits, stress and burnout were provided to employees in Thunder Bay via satellite network.

Interministerial training workshops were provided through the regional interministerial committees on: "Stress" in Sudbury and "Women into Management" in Thunder Bay.

Representation:

Community and Social Services
Consumer and Commercial Relations
Education
Government Services (Chair)
Natural Resources
Transportation and Communications

SEXIST LANGUAGE TASK FORCE

Purpose:

To address the issue of sexist language and sex-role stereotyping in Government of Ontario publications, reports, audio-visual materials and correspondence.

Action:

A survey was conducted of all ministries for existing policies and guidelines on sexist language.

Inquiries into the existing policies and guidelines on sexist language of other levels of government were conducted.

Draft "Guidelines on the Use of Non-Sexist Language" and a background paper on the issue were prepared. These were submitted to a sub-committee of the Council of Communications Directors for consideration in the Council's review of government publications standards, policies, guidelines and techniques.

Representation:

Culture and Recreation
Industry and Tourism (Chair from October 1980 to March 1981)
Revenue (Chair to October 1980)
Women Crown Employees Office

CLERICAL AND OFFICE SERVICES CATEGORIES CLASSIFICATION STANDARDS REVIEW,
AD HOC COMMITTEE

Purpose:

To review the draft factor descriptions to be used in the development of new classification standards for the Clerical and Office Services categories and, where necessary, make recommendations for change.

Action:

The committee prepared a joint response from the Director of the Women Crown Employees Office and the President of the Affirmative Action Council and submitted these recommendations to the Classification Branch, Civil Service Commission.

Representation:

Agriculture and Food
Attorney General
Correctional Services
Culture and Recreation
Education
Environment
Housing
Labour
Natural Resources
Secretariat for Social Development
Transportation and Communications
Women Crown Employees Office (Chair)

FUTURE PRIORITIES:

Special attention will be given to the following areas in 1981/82:

Corporate Issues
Professional Development
Regional Delivery
Research on Job Opportunities
Public Relations

ANALYSIS OF SERVICE-WIDE STATISTICS

CHAPTER 4

This chapter describes the relative changes in the representation of men and women employed in classified positions in the Ontario Public Service. The statistical tables used are stock profile comparisons, or snapshot views of salary and occupational distributions of men and women at the end of the fiscal year. These tables do have a number of limitations for program evaluation purposes; for example, they do not distinguish changes arising as a result of the operation of the Affirmative Action Program from changes arising as a result of other trends. Nevertheless, these tables are useful in comparing fluctuations over a five year period. The Women Crown Employees Office continues research into evaluation techniques which will provide more sensitive indicators about the Program.

For the first year, competition data has been collected and included in the service-wide and ministry tables. The data collected on the breakdown of qualified applicants was found to be inconsistent and unreliable for reporting purposes this year, but it is hoped that improved reporting methods for 1981/82 data will allow publication of additional information on competitions in the 1981/82 Report.

The series of tables (5A, C and D in the 1979/80 Annual Report) on segregated, over-represented and integrated occupational groups have been omitted in this year's Report, since they have been found to be useful only for internal program planning and evaluation purposes in the past.

During 1980/81 there were three computerized data base changes which should be considered when comparing ministry average salaries;

1. A new module/category was established to cover the service-wide Senior Payroll. Although this does not affect year-to-year individual ministry comparisons of average salary, the comparison with the former Program Executive Category is anomalous since the new Senior Payroll Category includes both former Program Executives and former Senior List Executives, above the level of Director. The composition of the new Senior Payroll Module is the new Executive Compensation Plan which includes Directors, Executive Directors and Assistant Deputy Ministers, but excludes Deputy Ministers.
2. The data base for the calculation of the comparison between men and women's average salary expanded in 1980/81 to include the revised Executive Compensation Plan, causing a minor increase in the wage gap.
3. Separate tables (Tables 8A and 8B) are included this year to reflect the characteristics and representation of the total Executive group including Ministries, Agencies, Boards and Commissions. The figures will therefore vary from those listed in other tables which reflect ministries only.

The statistical highlights for 1980/81 are:

1. For the sixth consecutive year, women have increased their share of employment in the Ontario Public Service. Women's representation of total employment in 1980/81 was 41.2% compared with 40.8% in 1979/80.

2. In 1980/81, 55.1% of women were located in the salary ranges \$14,999 and below, compared to 72.8% in 1979/80. This represents a 17.7% decrease of women in these salary ranges over the one year period. In the higher salary ranges of \$23,000 and above, there was an increase in women's representation. In 1980/81, 9.0% of women were located in these ranges compared to 5.3% in 1979/80, for an increase of 3.7% over the one year period.
3. Women made gains once again in the Administrative Module (from 23.0% in 1979/80 to 24.3% in 1980/81, in the Executive Compensation Plan (from 5.6% in 1979/80 to 6.3% in 1980/81), and in the Professional Module (from 17.4% in 1979/80 to 18.6% in 1980/81).
4. Numerical Planning Targets for Hires/Promotions for Women, planned and reported for the first time, show that the targets planned by the Ministries for their priority areas were exceeded; 304 targets were planned and 319 were met.

OVERALL STATISTICS

Table 1 - Distribution of Classified Employees by Sex and Ministry

In this table, Ministries are ranked in descending order according to the percentage of females employed. This year, for the first time, the table includes the distribution, by sex, of classified employees on Senior Payroll, which is indicated separately from the ministries. Previously reported Ministry figures included classified employees on Senior Payroll earning less than \$55,000.

As of March 31, 1981, 28,605 women were employed in the Ontario Public Service compared with 28,375 in 1979/80. Women's share of the total employment in 1980/81 was 41.2% compared with 40.8% in 1979/80, an increase of 0.4%.

Table 2 - Salary Distribution by Sex

This table shows the numbers and percentages of women and men in various salary ranges service-wide. Table 2 has been restructured to provide a more extensive breakdown in the \$32,000 and above salary ranges.

The salary ranges of \$8,999 and under contained 0.4% (116) women in 1980/81 compared with 0.7% (179) in 1979/80, for a decrease of 0.3%.

Of the total women in the Ontario Public Service, 72.8% were concentrated in the \$16,999 and below salary ranges. In 1980/81, the \$15,000 - \$22,999 salary range contained 35.8% (10,240) of women compared with 22.1% (6,245) of women in 1979/80, for an increase of 13.7%.

In 1980/81, the \$23,000 and above salary range contained 9.1% (2,582) of women compared with 5.3% (1,486) of women in 1979/80, for an increase of 3.8%. In 1980/81, 38.4% (15,685) of men were located in the \$23,000 and above range compared with 24.3% (9,984) in 1979/80.

In 1980/81, 1.8% (508) of women were located in the \$32,000 and above salary range compared to 10.9% (4,448) of men in the same range.

Table 3 - Average Salary by Ministry and Sex

Average salaries by sex for each Ministry are shown in this table. The ratio of women's to men's average salaries in each Ministry are ranked ascending order.

As of March 31, 1981, women's average salary was 72.0% of men's compared with 72.1% in 1979/80, for an increase in the wage gap of 0.1%. Women earned an average of \$1,657 or 11.5% more than in 1979/80, and men earned an average \$2,331 or 11.6% more than last year. The addition of the revised Senior Payroll (EDS) slightly distorts this comparison.

Note: (i) the average annual salary for classified employees or Senior Payroll has been separated for 1980/81. This module has not previously been reported.

(ii) in those Ministries where there is a Commission or Corporation (Education/Colleges and Universities, Consumer and Commercial Relations and Industry and Tourism), the salary indicated is for the Ministry only, and does not include the annual average salary for that Commission or Corporation. The figure shown on this table therefore differs from the figure in the Ministry chapter in this Report.

Table 4 - Occupational Distribution by Sex

Table 4 shows the distribution of male and female employees by sex and occupational module or category. Women were under-represented (under 30%) in 10 modules/categories, compared with 9 last year.

Women's representation increased in almost all areas, and in particular in the Administrative Module, the Executive Compensation Plan, Operational Module and Professional Module.

Table 5 - Occupational Groups in Which Women Are Under-Represented

This table provides a detailed breakdown of the occupational distribution of men and women in under-represented classes (where women make up less than 30% of the occupational group) in the Ontario Public Service. The groups are under-represented service-wide, and are not necessarily under-represented within each ministry.

There are 62 occupational groups in which women are under-represented, compared with 61 in 1979/80. Last year, the Executive Compensation Plan was not reported on this Table.

One new group, Veterinary Science, is now under-represented in the Professional Module, whereas it was male segregated (100% male) in 1979/80. Trades and Crafts (a) became under-represented in the Maintenance Services Category, whereas it was male segregated in 1979/80.

Table 6 - 1980/81 Service-Wide Hire/Promotion Progress Report in Under-Represented Classes

This is a new table designed to show the hire/promotion progress of women into under-represented classes. Competition statistics collected by each ministry have been compiled by the WCEO, and are reported in this Table in summary form.

Table 6 indicates the rate at which women were hired into classes where there was less than 30% female representation during 1980/81. It shows the total number of vacancies that were filled in under-represented classes by the Ministries according to Module and Category; vacancies in Management Modules that were filled by Waiver of Competition are shown in brackets. The Table also indicates the numbers of men and women that applied for these vacancies, as well as the numbers and percentages of women that were hired. The percentage of women hired was based on the total number of women hired and the total number of vacancies filled, by Module and Category.

Since 1980/81 is the first year this type of data has been collected, a comparison to previous years is not possible. However, for the 1981/82 Annual Report, this data will be compiled. The information will be further refined to show the rate of hire and the rate of application for men and women in under-represented classes in the Ontario Public Service.

Women represent 15.9% of the total number of successful applicants (563) and constitute 16.0% of all employees appointed by Waiver of Competition.

Note the figure on this Table for the number of applicants (male and female) does not include the employees appointed by Waiver of Competition. However, they are included in the figures for the total number of vacancies, and total number of women hired.

Table 7 - Accelerated Career Development (ACD) Initiatives

This is a new Table that lists, by Ministry, the number of accelerated career development initiatives that were undertaken in the Ontario Public Service during 1980/81, including any initiatives that were undertaken as a result of the 1980/81 Affirmative Action Incentive Fund (AAIF).

Since this information has not been previously reported, a statistical comparison is not possible for this Report. However, continued collection of these statistics will provide the necessary information to permit a comparison for the 1981/82 Annual Report.

During 1980/81, 1,455 accelerated career development initiatives were completed by women Crown employees, representing 5.1% of the women in the Ontario Public Service. Of the accelerated career development opportunities undertaken, 4.0% (58) were initiated as a result of the Affirmative Action Incentive Fund in 1980/81.

Table 8A - Executive Compensation Plan By Level and Sex, April 1981

Table 8A shows the number of classified employees by sex and class level in the Executive Compensation Plan plus Deputy Ministers. The figures reported in this Table were compiled by the Office of Senior Appointments and Compensation of the Civil Service Commission, and include Ministries, Agencies, Boards and Commissions.

During 1980/81 the new Executive Compensation Plan was developed, replacing the old Senior Compensation Plan and Program Executive Series. Full conversion to the new plan has not yet taken place. (Deputy Ministers are not part of the new Executive Compensation Plan.) Therefore, comparisons cannot be made on an individual level basis. However, overall, the number and percentage of women in the Executive Compensation Plan has increased since 1979/80.

Table 8B - Distribution of Employees in Executive Compensation Plan by Sex

This table displays the number of men and women in executive positions in the Ontario Public Service since March 1977. Women have been increasing both their numbers and percentage representation at these levels despite a decline in the total number of senior employees by 96 since 1977.

As of March 31, 1981, women represented 6.3% (41) of all classified employees in executive positions. This is a 0.7% increase over 1979/80, when women represented 5.6% (37) of all employees in that module and a 2.4% (12) increase over their representation of 3.9% (29) in 1977. The total number and percentage of men in executive positions has decreased from 94.35% in 1979/80 to 93.68% in 1980/81.

Table 9 - Numerical Planning Targets for Hires/Promotions for Women

This is a new table listing, by ministry and service-wide, numerical planning targets for hires/promotions. To facilitate meeting the corporate goal of raising the level and diversifying the occupational distribution of women, ministries were to identify numerical planning hire/promotion targets for under-represented classifications within selected priority areas. As indicated on page 1, these planning targets were calculated by multiplying the number of projected vacancies by the availability rate of qualified women for these jobs.

The next column indicates, where applicable, revisions made by the ministries based on mid-year results and/or changes that had occurred by September which might influence the original number of planning targets. The last column shows the results achieved by the ministries at year end, measured by the actual number of targets met.

The number of targets originally planned corporately (304) was reduced overall at mid-year by 3 to 301. By the end of March 1981, not only were the 301 targets achieved, but also 18 extra. In addition two ministries that did not have sufficient numbers to derive numerical planning targets, achieved 13 hires/promotions in under-represented classes.

Table 10 - Percentage Distribution of Numerical Planning Targets by Choice of Priorities for 1980/81

This table shows the priority targets, planned by the ministries for 1980/81 as a percentage of each priority area.

Of the targets, 71.4% of the interviews were planned in areas to diversify the occupational distribution of women in the Ontario Public Service: 45.1% in the skilled and semi-skilled trades, 18.1% in the Professional Specialties, and 8.2% in the Technical Specialties. Of the targets, 28.6% were planned in areas to raise the occupational distribution of women in the Ontario Government: 14.8% in the entry level Management 13.2% in the Middle Management and 0.7% in the Senior Executive.

- (1) Refer to "Ministry Implementation Requirements" of the Affirmative Action Directive on page 4-55-1 of the Appendix to this Report.

TABLE 1

DISTRIBUTION OF CLASSIFIED EMPLOYEES BY SEX AND MINISTRY
(Ranked by Percentage of Women in Ministry)
March 31, 1981

MINISTRY	TOTAL		FEMALE		WOMEN AS % OF MINISTRY TOTAL				
	#	% of Total Empls.	#	% of Total Women	1981	1980	1979	1978	1977
Miscellaneous ¹	127	0.2	96	0.3	75.6	65.6	66.3	69.0	70.1
Attorney General	3,069	4.4	2,079	7.3	67.7	66.7	65.5	66.2	64.9
Health	11,354	16.3	7,293	25.5	64.2	63.8	62.7	62.3	62.4
Consumer & Commercial Relations	1,816	2.6	1,132	4.0	62.3	61.6	60.9	59.9	59.4
(incl.Res.Ten.Com.)									
Community & Social Services	10,423	15.0	6,334	22.1	60.8	60.5	59.2	58.0	59.4
Management Board	223	0.3	128	0.4	57.4	50.0	47.5	46.3	29.7
(incl.C.S.C.)									
Education/Colleges and Universities (incl. Ed. Rel. Com.)	2,136	3.1	1,197	4.2	56.0	54.9	-2	-2	-2
Housing	948	1.4	517	1.8	54.5	52.9	51.1	51.5	50.3
Intergovernmental Affairs	229	0.3	121	0.4	52.8	49.7	48.8 ³	-	-
Treasury and Economics	364	0.5	183	0.6	50.3	47.7	47.7 ³	-	-
Culture and Recreation	859	1.2	424	1.5	49.4	48.5	47.7	37.4	37.0
Northern Affairs	150	0.2	72	0.3	48.0	45.9	47.4	45.7	-4
Labour	1,373	2.0	619	2.2	45.1	44.5	42.5	40.2	39.5
Energy	116	0.2	52	0.2	44.8	45.1	44.2	43.1	42.2
Industry and Tourism	692	1.0	290	1.0	41.9	39.5	39.1	41.8	37.4
(incl.O.D.C. & O.P.C.)									
Revenue	3,723	5.4	1,422	5.0	38.2	38.6	37.7	37.3	36.7
Agriculture and Food	1,539	2.2	548	1.9	35.6	34.0	33.6	34.0	32.9
Government Services	2,762	4.0	856	3.0	31.0	30.0	29.3	28.7	26.1
Correctional Services	4,842	7.0	1,212	4.2	25.0	23.9	22.9	21.8	24.8
Natural Resources	4,356	6.3	972	3.4	22.3	22.4	21.9	17.9	18.1
Environment	1,981	2.9	409	1.4	20.6	19.1	18.9	18.5	17.3
Transportation & Communications	10,133	14.6	1,748	6.1	17.3	16.6	15.9	15.5	14.6
Solicitor General	5,674	8.2	863	3.0	15.2	14.6	14.4	14.3	14.2
Senior Payroll (EDS)	597 ⁵	0.9	38	0.1	6.4	5.6	4.3	4.1	4.7
SERVICE-WIDE	69,486	100.0	28,605	100.0	41.2	40.8	39.9	39.2	38.8

1. Miscellaneous Includes: Justice, Resources and Social Policy Secretariats, Cabinet Office, Office of The Premier, Lt. Governor's Office and Niagara Escarpment.
2. Ministry of Education was separate from Ministry of Colleges and Universities.
3. Ministries of Intergovernmental Affairs and Treasury and Economics previously combined.
4. Information not available; new Ministry.
5. This figure differs from others recorded in this Report, as three Program Executive employees were calculated into the Ministry population figures.

TABLE 2

SERVICE-WIDE SALARY DISTRIBUTION BY SEX
March 31, 1981

SALARY RANGE	MEN		WOMEN		WOMEN AS A % OF TOTAL EMPLOYEES IN RANGE				
	#	%	#	%	1981	1980	1979	1978	197
Under \$ 9,000	15	0.0	116	0.4	88.5	56.5	78.6	83.4	85.
\$ 9,000 - \$10,999	179	0.4	727	2.5	80.2	85.4	86.4	86.7	77.
\$11,000 - \$12,999	909	2.2	6,272	21.9	87.3	73.4	61.7	54.9	49.
\$13,000 - \$14,999	3,132	7.7	8,668	30.3	73.5	49.1	33.3	21.9	25.
\$15,000 - \$16,999	4,965	12.1	5,067	17.7	50.5	22.7	22.1	22.5	24.
\$17,000 - \$18,999	5,464	13.4	2,000	7.0	26.8	27.3	28.9	18.6	12.
\$19,000 - \$20,999	6,008	14.7	1,704	6.0	22.1	30.8	13.7	18.4	14.
\$21,000 - \$22,999	4,524	11.1	1,469	5.1	24.5	15.3	16.2	16.3	12.
\$23,000 - \$24,999	5,384	13.2	1,020	3.6	15.9	16.5	12.7	11.9	8.
\$25,000 - \$26,999	2,266	5.5	454	1.6	16.7	15.7	13.3	8.8	11.
\$27,000 - \$28,999	1,597	3.9	299	1.0	15.8	13.7	9.2	10.0	7.
\$29,000 - \$31,999	1,990	4.9	301	1.1	13.1	10.7	8.4	7.3	6.
Sub-Total	36,433	89.1	28,097	98.2	43.5	42.4	41.0	40.1	39.
\$32,000 - \$34,999	1,312	3.2	167	0.6	11.3	*	*	*	*
\$35,000 - \$37,999	1,098	2.7	121	0.4	9.9	*	*	*	*
\$38,000 - \$40,999	727	1.8	71	0.2	8.9	*	*	*	*
\$41,000 - \$43,999	412	1.0	49	0.2	10.6	*	*	*	*
\$44,000 - \$46,999	319	0.8	48	0.2	13.1	*	*	*	*
\$47,000 - \$49,999	123	0.3	12	0.0	8.9	*	*	*	*
\$50,000 - \$52,999	251	0.6	27	0.1	9.7	*	*	*	*
\$53,000 - \$55,999	125	0.3	8	0.0	6.0	*	*	*	*
\$56,000 - \$58,999	42	0.1	1	0.0	2.3	*	*	*	*
\$59,000 and over	39	0.1	4	0.0	9.3	*	*	*	*
Sub-Total	4,448	10.9	508	1.8	10.3	8.6	8.7	8.5	8.
SERVICE-WIDE TOTAL	40,881	100.0	28,605	100.0	41.2	40.8	39.9	39.2	38.

*Prior to 1980/81, information was not collected according to these ranges.

TABLE 3

AVERAGE SALARY BY MINISTRY AND SEX
(Ranked by Women's/Men's Salary)
March 31, 1981

MINISTRY	SALARY		WOMEN'S AVERAGE SALARY AS % OF MEN'S AVERAGE SALARY				
	MEN	WOMEN	1981	1980	1979	1978	1977
Energy	\$34,952	\$16,695	47.8	43.7	43.4	42.4	46.1
Industry & Tourism	31,017	16,672	53.8	48.8	55.5	55.3	57.1
(excl.O.D.C. & O.P.C.)							
Northern Affairs	28,948	16,296	56.3	51.8	51.3	51.6	-
Attorney General	27,491	15,874	57.7	57.1	56.4	55.2	57.9
Education/Colleges and	27,635	16,674	60.3	58.61	-	-	-
Universities(excl.							
Ind. Rel. Com.)							
Labour	27,981	17,301	61.8	60.5	60.8	60.0	61.2
Procurator General	23,735	14,824	62.5	60.6	60.3	59.8	61.7
Int. & Comm. Rel.	22,661	14,423	63.6	61.9	61.0	58.8	60.1
(excl.Res.Ten.Com.)							
Natural Resources	22,722	14,547	64.0	64.3	62.0	64.4	64.4
Revenue	23,080	14,843	64.3	60.2	62.0	60.0	62.4
Environment	24,323	15,725	64.7	64.5	62.2	62.1	64.1
Management Board	32,523	21,411	65.8	60.5	58.0	55.7	57.9
(incl.C.S.C.)							
Treasury & Economics	29,755	19,822	66.6	61.6	62.3	-2	-2
Intergov. Affairs	29,184	19,443	66.6	63.0	61.4	-2	-2
Labour	26,208	17,466	66.6	64.6	61.2	58.7	59.7
Agriculture & Food	24,077	16,257	67.5	66.3	64.7	63.4	65.3
Government Services	20,833	14,551	69.8	70.6	69.1	68.4	69.6
Transp. & Comm.	20,394	14,307	70.2	71.8	70.2	67.9	71.3
Culture & Recreation	24,056	18,138	75.4	74.0	73.0	71.0	70.8
Health	19,709	16,406	83.2	81.5	80.4	79.9	80.6
Correctional Services	20,783	17,384	83.6	83.9	84.2	84.6	84.8
Hum. & Soc. Serv.	19,373	16,375	84.5	83.8	84.0	83.4	86.1
Senior Payroll (EDS) ³	46,311	42,956	92.8	*	*	*	*
SERVICE-WIDE	\$22,389	\$16,118	72.0	72.1	71.4	70.5	72.3

- No previous data, as Ministry of Education was separate from Ministry of Colleges and Universities.
- No separate data for Ministries of Intergovernmental Affairs and Treasury and Economics, as they were previously combined.
- A separate Senior Payroll (EDS) Module has been added to this table for 1980/81; therefore, an anomaly exists between Service-Wide 1980/81 and previous years' average annual salary figures.

Information not available.

TABLE 4
OCCUPATIONAL DISTRIBUTION BY SEX
March 31, 1981

OCCUPATIONAL MODULE/CATEGORY	MEN	WOMEN	WOMEN AS A % OF TOTAL MODULE/CATEGORY				
	#	#	1981	1980	1979	1978	1977
Administrative Module	3,550	1,142	24.3	23.0	19.3	17.9	16.8
Clerical Module	108	390	78.3	70.8	69.7	68.5	66.5
Executive Compensation Plan ¹	562	38	6.3	5.6	4.3	4.1	4.7
Operational Module	1,790	307	14.6	13.5	14.5	14.4	14.4
Professional Module	2,815	642	18.6	17.4	17.2	17.0	16.2
Technical Module	1,126	30	2.6	2.1	1.0	0.8	0.8
Administrative Services	4,221	1,326	23.9	24.3	23.1	21.1	19.9
Correctional Services	2,631	447	14.5	13.9	46.4	45.8	45.9
Institutional Care Serv.	2,155	3,958	64.8	64.0			
Clerical Services	2,082	8,072	79.5	79.9	78.4	77.7	77.3
General Operational Serv.	2,633	1,838	41.1	40.5	39.8	39.1	38.9
Maintenance Services	6,194	235	3.7	3.1	2.9	2.6	2.5
Office Services	313	6,818	95.6	95.7	95.4	95.6	95.8
Scientific & Professional Serv.	1,863	2,523	57.5	63.1	62.0	61.8	62.1
Technical Services	4,834	748	13.4	14.1	14.5	14.4	13.8
Miscellaneous:							
Law Enforcement Serv.	4,002	86	2.1	1.9	1.9	1.7	3.1
Unknown	2	5	71.4	41.7	*	*	*
TOTAL	40,881	28,605	41.2	41.1	39.9	39.2	38.8

1. Consists of former Program Executives and former Senior List Executives, above the level of Director in Ministries.
Distribution shown here includes 3 Program Executives not accounted for in Senior Payroll (EDS) in Table 1.
 2. No data for 1977 Senior Compensation Plan.
- * Information not available.

TABLE 5
OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE UNDER-REPRESENTED
(Segregated Groups¹ Not Included)
(Females - less than 30% of the Occupational Group)

March 31, 1981

OCCUPATION	MEN	WOMEN	WOMEN AS A % OF TOTAL MODULE/CATEGORY				
	#	#	1981	1980	1979	1978	1977
<u>ADMINISTRATIVE MODULE</u>							
Financial Administration	569	57	9.1	10.8	11.8	9.3	7.9
General Administration	1,111	455	29.1	28.9	27.6	26.4	25.4
Institutional Management	218	15	6.4	6.7	5.7	6.2	5.3
Labour Relations	46	8	14.8	10.2	10.6	11.8	11.3
Program Analysis	209	76	26.7	21.8	17.2	14.5	11.7
Property Administration	245	8	3.2	2.6	2.5	2.4	2.0
Unknown	94	5	5.1	5.5	4.6	2.8	2.9
(Purchasing & Supply)							
Social Program Administration	328	121	27.0	26.7	25.6	27.5	29.3
Systems Services	206	38	15.6	17.0	15.4	15.1	12.2
<u>OPERATIONAL MODULE</u>							
Correctional	422	20	4.5	6.7	7.5	7.5	7.1
Skills and Trades	876	1	0.1	0.1	0.1	0.3	0.2
<u>PROFESSIONAL MODULE</u>							
Actuarial Science	5	1	16.7	20.0	0.0	0.0	0.0
Agriculture	118	5	4.1	3.1	3.6	3.7	3.7
Architecture	36	1	2.7	2.4	2.3	4.4	2.2
Chaplain	34	5	12.8	5.9	2.0	0.0	0.0
Dentistry	29	4	12.1	10.7	7.1	7.4	8.7
Economics and Statistics	249	79	24.1	26.6	28.1	27.3	26.7
Education	118	16	11.9	11.9	15.0	15.0	16.1
Engineering and Surveying	948	19	2.0	2.4	2.5	2.8	1.9
General Scientific	75	8	9.6	5.7	3.5	5.5	2.9
Legal	363	69	16.0	14.0	12.9	11.8	11.1
Medical	191	72	27.4	24.5	22.1	21.7	22.6
Pharmacy	22	5	18.5	16.7	19.4	26.7	24.2
Psychology	37	2	5.1	8.2	14.3	12.2	14.3
Resources Planning & Management	346	20	5.5	5.0	4.2	4.3	4.1
Professional Underfill	41	16	28.1	25.5	3.6	*	*
Veterinary Science	40	1	2.4	0.0	0.0	0.0	0.0

.. Groups where there is 100% male representation

* Information not available

Cont'd....

TABLE 5 (cont'd.)
OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE UNDER-REPRESENTED
 (Segregated Groups¹ Not Included)
 (Females - less than 30% of the Occupational Group)

March 31, 1981

OCCUPATION	MEN	WOMEN	WOMEN AS A % OF TOTAL MODULE/CATEGORY				
	#	#	1981	1980	1979	1978	1977
<u>TECHNICAL MODULE</u>							
Draft, Design and Estimate	36	2	5.3	4.0	4.3	4.4	2.0
Engineering and Surveying Support	526	2	0.4	0.3	0.4	0.3	0.0
Resources, Technical	504	2	0.4	0.1	0.2	0.2	0.0
Telecommunications	9	1	10.0	5.9	0.0	0.0	0.0
<u>EXECUTIVE COMPENSATION PLAN</u>							
Senior Executive	559	38	6.4	5.6	4.3	4.1	4.0
<u>ADMINISTRATIVE SERVICES CATEGORY</u>							
General Administration	667	118	15.0	11.3	9.1	7.8	8.0
Financial	483	95	16.4	13.9	14.5	11.7	9.0
Investigation (a)	58	2	3.3	1.7	1.9	1.9	1.0
Investigation (b)	466	54	10.4	9.3	7.3	6.2	4.0
Property Assessment	1,294	87	6.3	6.4	5.4	5.6	5.0
<u>CORRECTIONAL SERVICES CATEGORY</u>							
Correctional Services	2,631	447	14.5	13.8	13.8	14.1	13.0
<u>GENERAL OPERATIONAL SERVICES CATEGORY</u>							
Cleaning, Caretaking & Security (b)	194	25	11.4	9.4	8.3	6.2	7.0
Supply	626	41	6.2	5.6	5.1	7.0	4.0
Agriculture Support	269	1	0.4	0.7	1.0	1.4	0.0
<u>INSTITUTIONAL CARE CATEGORY</u>							
Institutional Care (a)	218	19	8.0	3.9	3.5	2.3	1.0

1. Groups where there is 100% male representation

2. Includes Program Executive Series only

Con't.....

TABLE 5 (cont'd.)
OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE UNDER-REPRESENTED
 (Segregated Groups¹ Not Included)
 (Females - less than 30% of the Occupational Group)

March 31, 1981

OCCUPATION	MEN	WOMEN	WOMEN AS A % OF TOTAL MODULE/CATEGORY				
	#	#	1981	1980	1979	1978	1977
<u>LAW ENFORCEMENT SERVICES</u> <u>CATEGORY</u>							
Law Enforcement Services	4,002	86	2.1	1.9	1.8	1.7	1.6
<u>MAINTENANCE SERVICES</u> <u>CATEGORY</u>							
Trades and Crafts (a)	798	1	0.1	0.0	0.0	0.0	0.1
Trades and Crafts (c)	982	37	3.6	2.0	1.4	1.0	0.8
Vehicle Operation (a)	2,121	11	0.5	0.2	0.1	0.1	0.1
Vehicle Operation (b)	440	5	1.1	0.8	0.2	0.0	0.2
Printing	94	28	23.0	24.1	26.0	23.1	22.2
<u>SCIENTIFIC AND</u> <u>PROFESSIONAL SERVICES</u> <u>CATEGORY</u>							
Agriculture	176	21	10.7	6.5	4.8	5.5	2.6
Education	133	31	18.9	17.8	18.2	19.8	19.6
General Scientific	249	52	17.3	18.6	17.8	15.7	15.8
Resources, Planning and Management (a)	134	49	26.8	28.1	49.3	24.8	23.3
Resources, Planning and Management (b)	385	30	7.2	8.2	8.3	2.3	3.0
Surveying	93	2	2.1	9.1	7.1	0.0	6.2
Veterinary Science	9	1	10.0	11.1	14.3	14.3	0.0
<u>TECHNICAL SERVICES</u> <u>CATEGORY</u>							
Communications	90	1	1.1	2.7	1.4	1.4	1.5
Draft, Design and Estimate	539	83	13.3	15.6	16.2	15.7	14.7
Engineering and Surveying Support	1,628	53	3.2	2.9	3.3	3.3	2.3
Photography	61	15	19.7	18.6	14.3	13.5	12.3
Manpower Training	159	13	7.6	9.5	6.7	7.3	6.4
Scientific Support (b)	287	91	24.1	23.7	23.8	23.5	21.8
Resources Support	1,850	45	2.4	2.2	2.0	1.2	1.0
TOTAL	29,746	2,716					

1. Groups where there is 100% male representation

TABLE 6

1980/81

SERVICE-WIDE

HIRE/PROMOTION PROGRESS REPORT

IN UNDER-REPRESENTED CLASSES

(Women Less Than 30% Representation)

OCCUPATIONAL MODULE/CATEGORY	# OF VACANCIES (*)	NUMBER OF APPLICANTS ¹		# OF WOMEN HIRED Total (*)	AS A % OF VACANCIES FILLED
		MALE	FEMALE		
Administrative Module	479 ² (91 ³)	7276	2010	112 (18)	23.4
Clerical Module	6 (1)	62	34	3 (1)	50.0
Operational Module	115 (4)	1483	88	7 (-)	6.1
Professional Module	314 (50)	4111	746	50 (7)	15.9
Technical Module	101 (20)	987	39	3 (1)	3.0
Executive Compensation Plan ⁴	49 (9)	2348	186	4 (1)	8.2
Admin. Services Category	388	7362	2947	103	26.5
Clerical Services Category	8	194	93	0	0.0
General Op. Serv. Category	179	1138	244	46	25.7
Inst. Care/Correct. Cat.	552	2668	1085	99	17.9
Law Enforcement Category	377	2645	213	24	6.4
Maintenance Serv. Category	509	6637	299	26	5.1
Office Services Category	21	108	42	7	33.3
Scient. & Prof. Serv. Cat.	116	2178	753	39	33.6
Technical Services Category	332	6589	852	40	12.0
TOTALS	3546 ² (175 ³)	45,786	9,631	563 (28)	15.9

(*) Waivers of competition are listed separately in brackets and only included in total number of vacancies and number of women hired.

1. Excludes applicants hired by Waiver of Competition.

2,3. These figures differ from those previously reported due to late reports indicating additional vacancies.

4. Includes Ministries, Agencies, Boards and Commissions.

TABLE 7

ACCELERATED CAREER DEVELOPMENT (ACD) INITIATIVES

(Include: On-The-Job Training, Job Rotations,
Secondments, Full-Time Sponsorship of Special Staff Development)

1980/81

MINISTRY	# OF WOMEN IN MINISTRY	TOTAL NUMBER OF INITIATIVES (*)	WOMEN RECEIVING ACD AS A % OF MINISTRY WOMEN
Agriculture & Food	548	27 (5)	4.9
Attorney General	2,079	190 (8)	9.1
Civil Service Commission	108	11 (1)	10.2
Community & Social Services	6,334	116 (9)	1.8
Cons. & Comm. Relations	1,132	85 (3)	7.5
Correctional Services	1,212	50 (2)	4.1
Culture & Recreation	424	19 (-)	4.5
Education/Colleges & Universities	1,197	44 (5)	3.7
Energy	52	2 (-)	3.8
Environment	409	15 (3)	3.7
Government Services	856	47 (3)	5.5
Health	7,293	489 (3)	6.7
Housing	517	104 ² (1)	20.1
Industry & Tourism	290	14 (3)	4.8
Intergovernmental Affairs	(121) ¹	-	-
Labour	619	45 (1)	7.3
Management Board of Cabinet	28	10 (1)	35.7
Natural Resources	972	54 (-)	5.6
Northern Affairs	72	3 (-)	4.2
Revenue	1,422	30 (1)	2.1
Solicitor General	863	8 (5)	0.9
Transport & Communic.	1,748	66 (4)	3.8
Treasury & Economics	183	26 (-)	14.2
TOTALS	28,358 ¹	1,455 (58)	5.1

(*) Accelerated career development initiatives undertaken as a result of the 1980/81 Affirmative Action Incentive Fund Program are shown in brackets; this figure is included in the total number of initiatives.

1. Ministry re-organized in 1981. No ACD initiatives undertaken; number of women in this ministry not included in Total or % based on total.
2. In addition, 29 initiatives were undertaken by the Metro Toronto Housing Authority, which separated from the Ministry of Housing in the fall of 1980.

TABLE 8A
EXECUTIVE COMPENSATION PLAN BY LEVEL AND SEX¹
(Plus Deputy Ministers)

April, 1981

LEVEL	MALE	FEMALE	WOMEN AS A % OF LEVEL OF ECP
ECP 5	50	2	3.8
ECP 4	74	3	3.9
ECP 3	155	8	4.9
ECP 2	129	11	7.9
ECP 1	107	11	9.3
SCP 1	63	4	6.0
DM	30	2	6.3
TOTAL	608 ²	41 ²	6.3

TABLE 8B
DISTRIBUTION OF EMPLOYEES IN
EXECUTIVE COMPENSATION PLAN BY SEX¹
(Plus Deputy Ministers)

	TOTAL	MALE	FEMALE	
March 1977	745	716	29	3.9%
March 1978	709	680	29	4.1%
March 1979	696	666	30	4.3%
March 1980	655	618	37	5.6%
March 1981	649	608	41	6.3%

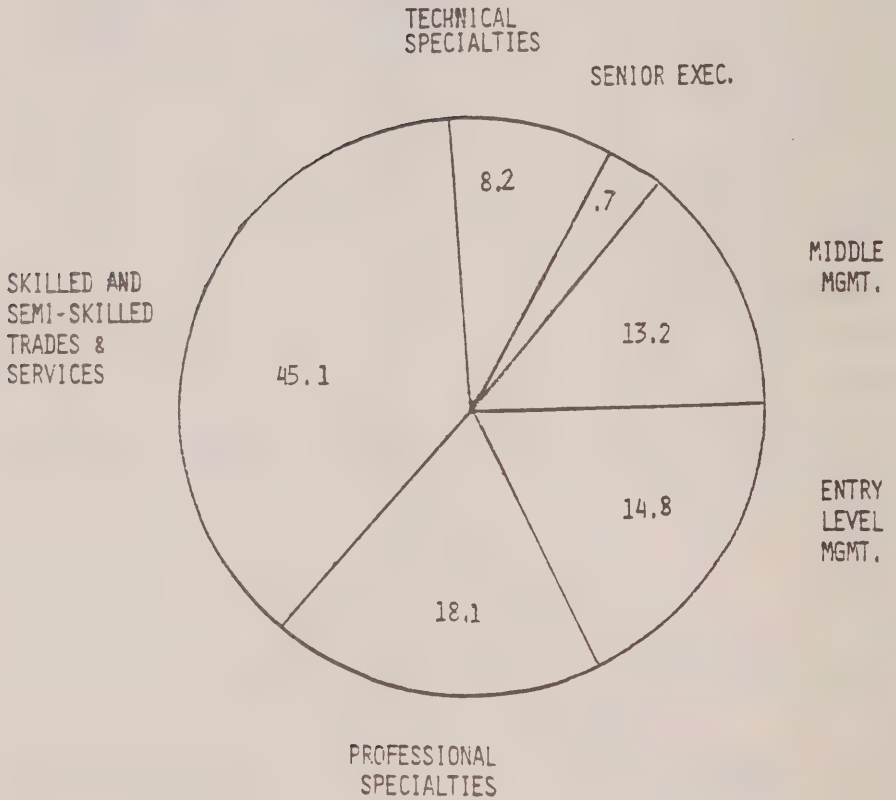
1. Figures here were provided by the Office of Senior Appointments and Compensation of the Civil Service Commission, and include Ministries, Agencies, Boards and Commissions.
2. Figures indicate positions held, not vacancy complement.

TABLE 9
NUMERICAL PLANNING TARGETS FOR HIRES/PROMOTIONS
FOR WOMEN: PRIORITIES 1980/81

MINISTRY	PLANNED FOR 1980/81	REVISED SEPT. 30/80	MET BY MAR. 31/81
Agriculture & Food	2	(+6) 8	13
Attorney General	2		5
Civil Service Commission	1		2
Community & Social Services	17	(+2) 19	29
Consumer & Commercial Relations	6		3
Correctional Services	98		101
Culture & Recreation	8		6
Education/Coll. & Univ.	4		4
Energy	0		(5)*
Environment	9	(-3) 6	4
Government Services	14		16
Health	19		8
Housing	6	(-1) 5	4
Industry & Tourism	0		(8)*
Intergovernmental Affairs	0		0*
Labour	6		7
Management Board Secretariat	3		7
Natural Resources	25	(-8) 17	20
Northern Affairs	2		3
Revenue	34	(+1) 35	50
Solicitor General	26		27
Transportation & Communications	21		8
Treasury & Economics	1		2
 SERVICE-WIDE TOTALS	 304	 (-3) 301	 319 + (13)*

*Estimated low turnover and availabilities precluded numerical planning targets at the start of 1980/81 fiscal year. However, these ministries were able to achieve 13 hires/promotions in under-represented classes within the ministries' priority areas.

TABLE 10
PERCENTAGE DISTRIBUTION OF
NUMERICAL PLANNING TARGETS BY
CHOICE OF PRIORITIES⁽¹⁾ FOR 1980/81



(1) Refer to "Ministry Implementation Requirements" of the Affirmative Action Program Directive on page 4-55-1 of the Appendix to this Report.

INTRODUCTION TO THE MINISTRY
AND CROWN AGENCY CHAPTERS

CHAPTER 5

INTRODUCTION TO MINISTRY CHAPTERS

The format for the 1980/81 Annual Report reflects the new information being collected and reported by the ministries as required by the new Directive on the Affirmative Action Program for Women Crown Employees. In response to the new Directive, which took effect April 1, 1980, and continuing with the Government's management-by-results system, each Deputy Minister is required to submit specific year-end information to the Women Crown Employees Office.

The Women Crown Employees Office is grateful to those who have contributed to this report, and to those who have supported the Affirmative Action Program (AAP) during the 1980/81 fiscal year.

Brief descriptions for the headings found in each Ministry chapter are listed below:

Total Number of Employees in the Ministry

This figure refers to the number of classified employees within a particular Ministry as of March 31, 1981, not including vacant complement.

Women's Share of Ministry Employment

These figures reflect the number of female classified staff in the Ministry (as of March 31, 1981) and the percentage of Ministry employees women represent.

Women's Share of Female OPS Employment

This percentage reflects the representation of the Ministry's female classified staff in the Ontario Public Service (OPS).

Salary Distribution

This section examines and compares the average salaries of women and men in the Ministry. Indicators are the percentage increase in average salaries and changes in the wage gap from 1979/80 to 1980/81.

Hire/Promotion Progress Report in Under-Represented Classes

This is a new Table this year, reflecting the hire/promotion rate of women in under-represented positions in the Ministry by Module and Category. It contains information on the total number of vacancies filled by the Ministry in classes where women have less than 30% representation, by module and category, and indicates the number of those vacancies that were filled by Waiver of Competition (for Management Modules).

The Table also indicates, by sex, the number of employees applying to these positions, and the number of women who were hired and promoted.

Accelerated Career Development (ACD) Initiatives

This section is also new in 1980/81, and shows the actual number of initiatives undertaken by the Ministry for its women, and the percentage of Ministry women this represents. Accelerated career development initiatives include on-the-job training, job rotations, secondments, and full time sponsorship of special staff development. Also shown are the number of accelerated career development initiatives that were undertaken as a result of the 1980/81 Affirmative Action Incentive Fund (AAIF). These initiatives are included in the total tally of accelerated career development opportunities made available by each Ministry.

Inventories

Any inventories maintained by the Ministry's Affirmative Action Program are described here.

Allocation of Resources

The allocation of Ministry funds to carry out the Affirmative Action Program are broken down into two areas: Direct Resources are those funds allocated directly to the Program; Indirect Resources refer to those sources of funding provided by other areas within the Ministry, e.g., workshop funding provided by managers, books purchased by the library, or reports produced and funded by the Information Branch.

Staff Training and Development (ST & D)

Statistics have been calculated from the Staff Development Report Form prepared by the Ministries. Figures reflect women's participation in courses during 1980/81 and may also reflect changes between 1979/80 and 1980/81. Some ministries have also noted special workshops or courses available as a result of their Affirmative Action Program, or educational initiatives undertaken by individual Ministry women.

Highlights of Ministry Affirmative Action Program (AAP)

Ministries were asked to use this section to describe any elements of their Ministry Program they wished to highlight and were significant to the Ministry's or corporate Affirmative Action Program goals. This section was also used to report any hires or promotions considered by the Ministry to be particularly significant, including breakthroughs (a hire/transfer/promotion/reclassification which contributes towards improving the Ministry's female occupational status/level).

Introduction to Agency Chapters

The Agency chapters differ from Ministry chapters in format and content since their reporting mechanism varied from that used by the Ministries in 1980/81. These chapters follow a similar format to that used in 1979/80.

MINISTRY OF: AGRICULTURE AND FOOD

CHAPTER 6

Total Number of Employees in the Ministry: 1,539

Women's Share of Ministry Employment: 35.6% (548)

Women's Share of Female OPS Employment: 1.9%

Salary Distribution

Women's average salary* 1979/80: \$14,294
1980/81: \$ 16,257
An increase of 13.7%

Men's average salary* 1979/80: \$21,568
1980/81: \$24,077
An increase of 11.6%

Women's average salary was 67.5% of men's in 1980/81 (compared to 66.3% in 1979/80), for a decrease in the wage gap of 1.2%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	2	38	4	1	50.0
Clerical Module	-	-	-	-	-
Operational Module	1	26	3	0	0.0
Professional Module	12	57	5	2	16.7
Technical Module	-	-	-	-	-
Executive Comp. Plan	2 (2)	0	0	0 (-)	0.0
Admin. Services Category	-	-	-	-	-
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	2	27	0	0	0.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	1	23	0	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	28	216	105	13	46.4
Technical Serv. Category	18	325	91	7	38.9
TOTALS	66 (2)	712	208	23 (-)	34.8

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 27*
- % of Ministry women this represents: 4.9%

* Includes 5 Affirmative Action Incentive Fund initiatives.

Inventories

Women With Potential For Non-Traditional Positions: This inventory lists all women in OMAF who have demonstrated both the interest and ability to move into advanced careers in administrative, managerial, professional, technical or operational positions. Career development interviews have been conducted by the Affirmative Action Program Co-ordinator and Branch Directors to provide career guidance.

Women in Non-Traditional Jobs: Included in this inventory are all women employed in non-traditional jobs either in the technical, professional or managerial fields. One of the primary aims of this inventory is to increase individual development and improve networking channels among women in non-traditional jobs.

Senior Women in OMAF: This is an inventory listing of all women at level AM17 and above. One primary aim is to improve the current communications network among Ministry women.

Allocation of Resources: Direct: \$46,000 Indirect: \$3,500

Staff Training and Development

The number of women participating in staff training and development courses of all types increased by 21.2%. Women's participation in managerial or supervisory training courses increased by 50%; in technical and professional courses, their participation increased by 72.2%.

Women's share of the training dollar was 41.5% in 1980/81, an increase of 10.8% from 1979/80, and comparing favourably with their 35.6% proportion of the Ministry's complement. Approximately \$181.69 per capita was spent on women in staff development and training as compared to \$166.30 per capita spent on men during 1980/81.

A female research scientist is on educational leave to complete course work on her PH.D., sponsored by the Horticultural Research Institute and the Ministry.

Highlights of Ministry Affirmative Action Program

The Deputy Minister met with senior women to confirm the Ministry's commitment to achieving results in affirmative action. Eighteen women attended a pilot Residential Workshop for women in non-traditional careers. The group focused on theories of men and women in the organization, career development, understanding the system and how to make it work for each individual. Senior women and women in non-traditional careers continue to meet to discuss relevant issues.

The Affirmative Action Program Co-ordinator initiated a program of outreach recruitment for all competitions in non-traditional areas to ensure that the Ministry attracted qualified women. Career development interviews were held with women referred to by their supervisors as having potential for career development in non-traditional areas. The Affirmative Action Council met quarterly with representation from both head office and regional staff. The Affirmative Action Program Co-ordinator held career and skill development seminars at head office and throughout Ontario. Noon hour sessions were held on career development topics, and the Affirmative Action Information Committee published a newsletter.

The Ministry published "So You're Looking For A Job" to help Ministry employees in their career development. The Co-ordinator managed the job rotation program for women within the Ministry, and assisted managers and women to plan their careers through job enrichment and secondments. The Ministry initiated a policy to use developmental assignments to fill 4- to 6-months absences. The Ministry implemented a Performance Appraisal Program for employees and the Co-ordinator provided counselling as requested by managers and women employees. The Administrative Executive Committee in the Ministry integrated the Affirmative Action Program into the Ministry's MBR reporting system, and met with the Co-ordinator quarterly. The Co-ordinator met with all Branch Directors and senior management to discuss the implementation of MBRs. Branch Directors submitted MBRs on affirmative action and reported semi-annually on the results of their commitments.

The Ministry produced an audio-visual presentation on the Affirmative Action Program. The AAP Co-ordinator gave seminars on the Affirmative Action Program to Ministry managers and to women students in agricultural programs about careers in the Ministry. The Ministry publication, "So You're Looking For An Agricultural Career" was distributed to all students graduating from colleges of agricultural technology in Ontario.

Managers hired about 500 women out of the 750 students in the Experience '80 Program to expose them to the Ministry and to give them experience to prepare them for professional positions in the Ministry.

Twenty-six women attended one workshop on "Nuts and Bolts of Managing in Government".

Women were acting in Financial Officer 3, AM-18 and Records Officer positions.

MINISTRY OF: THE ATTORNEY GENERAL

CHAPTER 7

Total Number of Employees in the Ministry: 3,069

Women's Share of Ministry Employment: 67.7% (2,079)

Women's Share of Female OPS Employment: 7.3%

Salary Distribution

Women's average salary* 1979/80: \$14,382
1980/81: \$15,874
An increase of 10.4%

Men's average salary* 1979/80: \$25,173
1980/81: \$27,491
An increase of 9.2%

Women's average salary was 57.7% of men's in 1980/81 (compared to 57.1% in 1979/80), for a decrease in the wage gap of 0.6%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	25	526	141	7	28.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	45 (3)	563	200	14 (-)	31.1
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	8	32	8	1	12.5
Clerical Serv. Category	1	12	4	0	0.0
General Op. Serv. Cat.	2	18	5	0	0.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	2	9	9	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	83 (3)	1,160	367	22 (-)	26.5

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 190*
- % of Ministry women this represents: 9.1%

*Includes 8 Affirmative Action Incentive Fund initiatives.

Allocation of Resources: Direct: \$93,412 Indirect: \$1,180

Staff Training and Development

Women's share of the training dollar spent on managerial/supervisory types of courses increased by 16.4%. Although the actual numbers of men and women taking courses decreased, the average dollars spent on each woman increased substantially from \$175.64 each to \$247.13 each or 40.7%. Additionally, 23 women attending Phase 1 of the Ministry's six phase Management Development Program did so through Affirmative Action Program sponsorship (many others attended through Managers' sponsorship).

Highlights of Ministry Affirmative Action Program

The positions of Program Assistant and Secretary within the office of the Affirmative Action Program have been filled on a career development assignment basis. These assignments have been advertised within the District of York with classified employees coming into the Program to develop knowledge and skills for a maximum period of six months.

MINISTRY OF: THE CIVIL SERVICE COMMISSION

CHAPTER 8

Total Number of Employees in the Commission: 186

Women's Share of Commission Employment: 58.1% (108)

Women's Share of Female OPS Employment: 0.4%

Salary Distribution

Women's average salary* 1979/80: \$19,790
1980/81: \$22,437
An increase of 13.4%

Men's average salary* 1979/80: \$29,418
1980/81: \$33,060
An increase of 12.4%.

Women's average salary was 67.9% of men's in 1980/81 (compared to 67.3% in 1979/80), for a decrease in the wage gap of 0.6%.

*Both 1979/80 and 1980/81 salaries include Program Executives.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	5 (4 ¹)	83	14	2 (2)	40.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	2	4	0	0	0
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	-	-	-	-	-
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	2	57	1	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	9 (4 ¹)	144	15	2 (2)	22.2

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

1. Amended Feb. 18, 1982: 2 additional male waivers

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 11*
- % of Ministry women this represents: 10.2%

*Includes 1 Affirmative Action Incentive Fund initiative.

Inventories

A Career Summary Inventory is maintained for all Civil Service Commission employees, and is used to assist management in determining career development assignments.

Allocation of Resources: Direct: \$15,000 Indirect: \$18,000

Staff Training and Development

There were a number of significant changes in women's participation in staff development from 1979/80 to 1980/81. The total training dollar spent for women nearly doubled (from \$11,900 to \$23,300). The increased training dollars were used mainly in the areas of managerial and professional training; 85.1% of female days and 76.6% of the training dollar for women were used in these areas.

Women's participation rate was 61.5% of all courses attended by CSC staff. They used 60.8% of person-days committed to staff development, and 52.0% of total training dollars expended by the Commission.

Highlights of Ministry Affirmative Action Program

Women's share of ministry employment increased by 1.1% from 57.0% in 1979/80 to 58.1% in 1980/81. Women's average salary was 67.9% of men's average salary. Since 1975, the wage gap between men and women in the CSC has decreased by 9.0%, from 58.9% in 1974/75 to 67.9% in 1980/81.

In the Administrative Module, women increased their representation by 1.4%, from 40.8% in 1979/80 to 43.2% in 1980/81 and, in the CSC's main occupational group, Personnel Administration, by 4.9% (from 43.8% in 1979/80 to 48.7% in 1980/81); women are no longer under-represented at any level within the Personnel Administration group. It is also significant to note that women continue to increase their representation in more senior Personnel Officer jobs at levels APL-18, APL-20 and APL-21. This increased representation creates a pool of qualified women for executive positions.

The CSC exceeded its target to increase, by one, the number of women at level APL-21. Women now represent 35.7% (5/14) of staff at this level compared to 27.3% (3/11) in 1979/80. The CSC also exceeded its targets for providing women with accelerated career development assignments: 5 women in Office Services/Clerical Services (targetted 4), and 6 women in Personnel and General Administration (targetted 4).

Women were successful in 60.5% (23/38) of the competitions held during 1980/81, 2.4% above their representation in the Ministry. All five temporary vacancy competitions (due to secondments, maternity leaves, etc.) were won by women. Two female clerks bridged to Personnel Officer positions.

It is important to note that all of the under-represented classes in the CSC have small populations and very low turnover rates, which make it difficult to set targets for these areas. For example, the only CSC positions in the Professional Module are Chaplains. These positions are supervisory and require extensive experience and certification. Since women have only recently begun to move into junior chaplaincy positions, it is unrealistic to set targets in this area at this time.

MINISTRY OF: COMMUNITY AND SOCIAL SERVICES

CHAPTER 9

Total Number of Employees in the Ministry: 10,423

Women's Share of Ministry Employment: 60.8% (6,334)

Women's Share of Female OPS Employment: 22.1%

Salary Distribution

Women's average salary* 1979/80: \$14,592
1980/81: \$16,375
An increase of 12.2%.

Men's average salary* 1979/80: \$17,403
1980/81: \$19,373
An increase of 11.3%.

Women's average salary was 84.5% of men's in 1980/81 (compared to 83.8% in 1979/80), for a decrease in the wage gap of 0.7%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	57 (7)	897	343	20 (2)	35.1
Clerical Module	-	-	-	-	-
Operational Module	4 (1)	11	6	3 (-)	75.0
Professional Module	5	36	11	1	20.0
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	2	32	22	1	50.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	6	121	9	0	0.0
Inst. Care/Correct. Cat.	30	260	236	14	46.7
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	15	185	1	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	119 (8)	1,542	628	39 (2)	32.8

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 116*
- % of Ministry women this represents: 1.8%

*Includes 9 Affirmative Action Incentive Fund initiatives.

Inventories

Executive Career Development Inventory: This is an inventory of approximately 80 women employees at pay grade 18 and above, which is accessed by managers for developmental assignments, task forces/committees and selected competitions. A management orientation course for all participants on the inventory will be held in the winter of 1981.

Allocation of Resources: Direct: \$100,119 Indirect: \$16,500

Staff Training and Development

During the fiscal year 1980/81, 53.1% of the total participants on staff development courses were women employees; women used 48.1% of the total dollars spent on Staff Training and Development. Of the women participants, 51.0% were in the Office Services category.

Of the women taking courses, 73.2% attended technical/professional courses and 12.8% of the women attended managerial/supervisory courses. Women accounted for 52.4% of the participants taking these two types of courses.

Highlights of Ministry Affirmative Action Program

In addition to the participation of the Program Manager in several of the Regional Delivery workshops put on by the Affirmative Action Council, the Affirmative Action Office offered 20 workshops for COMSOC's female employees across the Province on subjects such as: The Effective Interview, Family Law, Career Confidence in the 80s, Stress, and Assertiveness Training. Managers and representatives also hosted their own workshops to meet the specific needs of the female employees in their areas.

An Affirmative Action Newsletter has been developed to increase awareness of the Program and to disseminate pertinent information to employees. An Advisory Committee was formed to assist the Program Manager in the preparation and editing of the 4 issues which are produced each year.

The Program Manager had the authority to monitor competitions being held in all under-represented areas. For these competitions where active involvement was considered unnecessary, a post-audit was performed. In 1980/81, female employees comprised 32.8% of the hires/promotions into under-represented classes, i.e. of the 119 hires/promotions, 39 were females and 80 males. In 28 of the competitions where males were successful, there were no qualified female applicants.

Two women were hired into Hospital Housekeeper (General Operational OM-13 and OM-14) positions and one into a Computer Programmer (MSO-2) position. In each of these three classifications, there was no female representation at the beginning of the fiscal year. Excluding Senior Executives, at year-end (March 29, 1981), women were under-represented only in the Technical Module (only 2 of these positions in this Ministry) and the Maintenance Services Category.

MINISTRY OF: CONSUMER AND COMMERCIAL RELATIONS

CHAPTER 10

Total Number of Employees in the Ministry: 1,816

Women's Share of Ministry Employment: 62.3% (1,132)

Women's Share of Female OPS Employment: 4.0%

Salary Distribution

Women's average salary* 1979/80: \$13,059
1980/81: \$14,425
An increase of 10.5%

Men's average salary* 1979/80: \$21,090
1980/81: \$22,661
An increase of 7.6%.

Women's average salary was 63.7% of men's in 1980/81 (compared to 61.9% in 1979/80), for a decrease in the wage gap of 1.8%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

(Note: Only figures above include the 2 Civil Servants at Residential Tenancy Commission)

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	23 ¹ (1)	397	102	4 (-)	17.4
Clerical Module	1 (1)	0	0	1 (1)	100.0
Operational Module	-	-	-	-	-
Professional Module	5 (1)	65	19	2 (-)	40.0
Technical Module	1	8	0	0	0.0
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	4	204	244	1	25.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	8	64	8	0	0.0
Office Serv. Category	2	2	5	1	50.0
Scient. & Prof. Serv. Cat.	1	6	0	0	0.0
Technical Serv. Category	6	83	6	1	16.7
TOTALS	51 ¹ (3)	829	384	10 (1)	19.6

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

1. Amended March 1, 1982: 1 additional male hired

Accelerated Career Development Initiatives

- Initiatives undertaken by Ministry: 85*
- % of Ministry women this represents: 7.5%

*Includes 3 Affirmative Action Incentive Fund initiatives.

Inventories

The Accelerated Career Development inventory contains women earning \$17,000 per annum and above, and is accessed to select qualified candidates for developmental opportunities.

Allocation of Resources: Direct: \$54,993 Indirect: \$19,601

Staff Training and Development

The 1980/81 Staff Development Report indicated several significant increases in female course participation as compared to the 1979/80 figures. There was a 66.7% (30 women) increase in total number of women taking external courses. Female participation in managerial/supervisory courses increased by 8.7%, and in Technical/Professional courses the increase was 309.7% over 1979/80 participation. The total dollars spent for female participants increased by 195%.

Females made up 73.2% of the total number of participants in courses (all types) and 63.3% of the training dollar was spent on women. Of the participants in managerial/supervisory and technical/professional courses, 68.5% were women.

Highlights of Ministry Affirmative Action Program

MCCR has undertaken a training program to better qualify women in the systems field; ninety-three women were tested to determine natural talent for systems work. Five women were accepted into the apprenticeship program, based on their test results. This training program has produced very positive results.

A comprehensive Affirmative Action Program Guide for managers was compiled by the Women's Advisory Office and issued to senior and middle management. The Ministry arranged an Affirmative Action Regional Representatives Conference, which was held in Toronto for the 62 Registry Office representatives and the 7 Consumer Services Bureau representatives.

A statistical data base from 1977, focusing on the occupational and salary distribution of female employees in MCCR, was established (does not include Residential Tenancy Commission).

MCCR was represented on 3 of the 6 corporate Task Forces of the Affirmative Action Council, and the AAPM served as chair of one of them.

Breakthrough hires and promotions took place at several levels: 4 females moved into under-represented sex-typed levels (2 as Directors, 2 as Land Registrars); 3 women became the first women at a particular level (1 as a Technician 3, Photographic, 1 as Data Services Co-ordinator and 1 as Manager, Revenue Office); the Ministry now has 34% female representation in the Administrative Module, so the module is no longer under-represented.

MINISTRY OF: CORRECTIONAL SERVICES

CHAPTER 11

Total Number of Employees in the Ministry: 4,842

Women's Share of Ministry Employment: 25.0% (1,212)

Women's Share of Female OPS Employment: 4.2%

Salary Distribution

Women's average salary* 1979/80: \$15,801
1980/81: \$17,384
An increase of 10.0%

Men's average salary* 1979/80: \$18,824
1980/81: \$20,783
An increase of 10.4%

Women's average salary was 83.6% of men's in 1980/81 (compared to 83.9% in 1979/80), for a decrease in the wage gap of 0.3%

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	19 (6)	146	4	0 (-)	0.0
Clerical Module	-	-	-	-	-
Operational Module	47	488	61	2	4.3
Professional Module	2	49	32	2	100.0
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	33	181	126	14	42.4
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	25	91	48	11	44.0
Inst. Care/Correct. Cat.	508	2352	846	84	16.5
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	23	184	0	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	1	2	6	1	100.0
Technical Serv. Category	-	-	-	-	-
TOTALS	658 (6)	3,493	1,123	114 (-)	17.3

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 50*
- % of Ministry women this represents: 4.1%

*Includes 2 Affirmative Action Incentive Fund initiatives.

Allocation of Resources: Direct: \$ 42,359 Indirect: \$ 11,000

Staff Training and Development

Women made up 25.0% of participants in staff training and development programs in 1980/81. This participation rate equals their representation in the Ministry.

The Institutional Staff Training Branch developed and sponsored a three-day workshop for potential women managers "Becoming a Manager in the OPS" and 2 one-and-one-half-day workshops for Correctional Officers working with inmates of the opposite sex. The Community Programs Staff Training Branch offered a two-day workshop, "Management Skills for Secretaries and Clerks".

Highlights of Ministry Affirmative Action Program

During the last four years of the Affirmative Action Program, women have improved their representation in the Ministry by 3.2%¹, from 21.8%¹ in 1977 to 25.0% in 1981. They have also significantly increased their representation over the years in two traditionally male occupations: Correctional Officer and Probation/Parole Officer.

1. Prior to 1977, women's representation included the Juvenile Division, which was transferred to the Ministry of Community and Social Services; therefore, previous percentages indicating women's representation are not comparable to the current occupational distribution in this ministry.

MINISTRY OF: CULTURE AND RECREATION

CHAPTER 12

Total Number of Employees in the Ministry: 859

Women's Share of Ministry Employment: 49.4% (424)

Women's Share of Female OPS Employment: 1.5%

Salary Distribution

Women's average salary* 1979/80: \$16,340
1980/81: \$18,138
An increase of 11.0%

Men's average salary* 1979/80: \$22,080
1980/81: \$24,056
An increase of 8.9%

Women's average salary was 75.4% of men's in 1980/81 (compared to 74.0% in 1979/80), for a decrease in the wage gap of 1.4%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired	
		Male	Female	Total (**)	As a % of Vacancies Filled
Administrative Module	3 (1)	24	14	1 1 (1)	33.3
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	1	17	16	1	100.0
Technical Module	-	-	-	-	-
Executive Comp. Plan	3	138	16	0	0.0
Admin. Services Category	18	648	375	4	22.2
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	2	45	6	1	50.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	3	76	1	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	3	127	109	1	33.3
Technical Serv. Category	4	100	73	3	75.0
TOTALS	37 (1)	1,175	610	11 (1)	29.7

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 19
- % of Ministry women this represents: 4.5%

Inventories

The inventory of senior women identifies all women in Executive and Management Compensation Plans by class level.

An inventory of all women in feeder groups to management and Executive Compensation Plans, from level 15 and above, can be accessed when positions at the senior levels are advertised.

A skeleton inventory of all Ministry women in non-traditional and under-represented classes (professional/technical, management, skilled and semi-skilled trades, etc.) resulted from an outreach recruitment summer project.

The Ministry also maintains a skeleton inventory of Ministry women who have expressed interest in accelerated career development initiatives and job rotations.

Allocation of Resources: Direct: \$ 62,800 Indirect: \$ -

Staff Training and Development

Women composed 69.7% of the total number of participants receiving staff development during 1980/81. Women's participation in every type of course was greater than their Ministry representation of 49.4% (by a minimum of 13%). Women received 58.5% of the total tuition-related expense dollars and used 70.3% of the total person-days spent on staff development.

Highlights of Ministry Affirmative Action Program

The Affirmative Action Program was amalgamated with the Human Resources Development Program as a 15-month pilot project under the general guidance of the Personnel Division.

Elements of the Affirmative Action Program, including career development, have been built into the Ministry's work planning and performance review program. Similar considerations were introduced into the MBR process.

The Ministry exceeded its career development projection. Of 15 developmental opportunities that had been projected, 8 were to be for women. In fact, 18 opportunities occurred and 10 women (55.6%) were involved.

Women were successful in 77 (63.6%) of the 121 competitions held during 1980/81.

MINISTRY OF: EDUCATION/COLLEGES & UNIVERSITIES
(Including Education Relations Commission)

CHAPTER 13

Total Number of Employees in the Ministry: 2,136

Women's Share of Ministry Employment: 56.0 (1,197)

Women's Share of Female OPS Employment: 4.2%

Salary Distribution (Calculated to include Education Relations Commission)

Women's average salary* 1979/80: \$15,155
1980/81: \$ 16,689
An increase of 10.0%

Men's average salary* 1979/80: \$25,879
1980/81: \$27,669
An increase of 6.9%.

Women's average salary was 60.3% of men's in 1980/81 (compared to 58.6% in 1979/80), for a decrease in the wage gap of 1.7%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	22 (4)	456	137	9 (1)	40.9
Clerical Module	1	1	0	0	0.0
Operational Module	-	-	-	-	-
Professional Module	9 (4)	28	7	7 (-)	11.1
Technical Module	-	-	-	-	-
Executive Comp. Plan	3 (2)	115	9	0 (-)	0.0
Admin. Services Category	3	119	112	1	33.3
Clerical Serv. Category	2	5	0	0	0.0
General Op. Serv. Cat.	9	74	3	1	11.1
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	12	151	4	0	0.0
Office Serv. Category	2	4	3	1	50.0
Scient. & Prof. Serv. Cat.	16	431	152	6	37.5
Technical Serv. Category	16	587	111	0	0.0
TOTALS	95 (10)	1,971	538	19 (1)	20.0

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives:

- Initiatives undertaken by the Ministry: 44*
- % of Ministry women this represents: 3.7%

*Includes 5 Affirmative Action Incentive Fund initiatives.

Inventories

The Ministry has files, by branch/region/field office/provincial school, containing a listing of all staff by name, classification, appointment date (under-represented classes highlighted).

A card index is maintained of females receiving some form of accelerated career development.

Allocation of Resources: Direct: \$ 38,717 Indirect: \$ 45,913

Staff Training and Development

In 1980/81, the number of women participating in staff training more than doubled. Over the same period, there was an increase of 85% in the number of women taking managerial/supervisory and technical/professional types of courses. Of the women taking courses this year, 55% took these two types. Eighty-one women received tuition assistance.

Highlights of Ministry Affirmative Action Program

The Ministry's Affirmative Action Program is staffed by a Program Co-ordinator, an Assistant Co-ordinator, a Program Assistant and a Go-Temp Secretary. The Co-ordinator reports monthly to the Deputy Minister, and the program has been incorporated into the Branch/Region Review systems.

The Co-ordinator and Program Assistant participate on a committee dealing with issues on women in non-traditional occupations, and the Program Assistant serves on the Regional Program Delivery Task Force.

The Affirmative Action Unit has developed a Resource Centre for distribution and loan of print materials and films. There has been an increase in the number of requests for statistics from affirmative action groups on the school boards.

A Comparative Analysis of Male/Female Staff in the Ontario Education System, 1972 to 1979, has been completed, and the research study (by B. Cassie) examining sex-role stereotyping in guidance at elementary and secondary school levels has been completed. A Ministry memo was sent to Directors of school boards re: equality of employment and student access to courses. A Secondary Education Review completed this year included some of the implications of sex-role stereotyping.

The Affirmative Action Unit evaluated the Affirmative Action components in the Multi-Year Plans of the 22 Colleges of Applied Arts and Technology, and facilitated a Conference on the Status of Women at Ontario Universities. An Affirmative Action Workshop was held for Northern College's three campuses.

MINISTRY OF: ENERGY

CHAPTER 14

Total Number of Employees in the Ministry: 116

Women's Share of Ministry Employment: 44.8% (52)

Women's Share of Female OPS Employment: 0.2%

Salary Distribution

Women's average salary* 1979/80: \$14,647
1980/81: \$16,695
An increase of 14.0%.

Men's average salary* 1979/80: \$33,518
1980/81: \$34,952
An increase of 4.3%.

Women's average salary was 47.8% of men's in 1980/81 (compared to 43.7% in 1979/80), for a decrease in the wage gap of 4.1%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	5 (2)	124	28	1 (-)	20.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	19 (3)	792	55	1 (1)	5.3
Technical Module	-	-	-	-	-
Executive Comp. Plan	4	373	49	0	0.0
Admin. Services Category	1	257	372	1	100.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	-	-	-	-	-
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	1	23	7	1	100.0
Technical Serv. Category	-	-	-	-	-
TOTALS	30 (5)	1,569	511	4 (1)	13.3

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives:

- Initiatives undertaken by the Ministry: 2
- % of Ministry women this represents: 3.8%

Allocation of Resources: Direct: \$ 21,000 Indirect: \$ -

Staff Training and Development

In 1980/81, 93 females took part in Staff Development courses for an average cost of \$121 each, and 104 males for an average cost of \$155 each. This represents a large decrease (40.6%) in the average cost per male participant, and an increase (of 7.1%) in the average cost per female participant over 1979/80. The number of women taking Technical/Professional courses increased by 46.2% over 1979/80.

One female employee was granted a leave of absence for nine months with 25% tuition fee paid by the Ministry to complete a degree course with an energy-related option.

Highlights of Ministry Affirmative Action Program

The Ministry ran an active program of career counselling for women on staff and included a career planning workshop for support staff. Part of the function of the Affirmative Action Program Manager in this Ministry lies in human resources development and in this capacity a specific course in speed reading was developed and given to all Ministry personnel.

As well, lunch time learning sessions introduced women to the business environment of the Ministry and the field of energy in "lay" terms, the computer industry, an effective meeting skills mini workshop, and a management development skills session.

Special emphasis was given to women in non-traditional jobs, in particular at the professional level in the Ministry. A network luncheon was held for all women, both on classified and unclassified staff, and several positions were opened as secondment opportunities specifically for women at management entry levels.

MINISTRY OF: THE ENVIRONMENT

CHAPTER 15

Total Number of Employees in the Ministry: 1,981

Women's Share of Ministry Employment: 20.6 (409)

Women's Share of Female OPS Employment: 1.4%

Salary Distribution

Women's average salary* 1979/80: \$13,811
1980/81: \$15,725
An increase of 13.9%.

Men's average salary* 1979/80: \$21,423
1980/81: \$24,323
An increase of 13.5%.

Women's average salary was 64.7% of men's in 1980/81 (compared to 64.5% in 1979/80), for a decrease in the wage gap of 0.2%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired	
		Male	Female	Total (**)	As a % of Vacancies Filled
Administrative Module	7	134	72	5	71.4
Clerical Module	1	0	3	1	100.0
Operational Module	4 (1)	35	3	0 (-)	0.0
Professional Module	48 (3)	673	92	5 (-)	10.4
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	2	57	13	1	50.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	1	40	1	0	0.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	55	1,547	83	1	1.8
Office Serv. Category	3	17	10	1	33.3
Scient. & Prof. Serv. Cat.	17	329	87	5	29.4
Technical Serv. Category	41	996	144	3	7.3
TOTALS	179 (4)	3,828	508	22 (-)	12.3

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by Ministry: 15*
- % of Ministry women this represents: 3.7%

*Includes 3 Affirmative Action Incentive Fund initiatives.

Allocation of Resources: Direct: \$ 28,774 Indirect: \$ -

Staff Training and Development

A large percentage of courses attended by Ministry staff are of a technical/professional nature (due to the highly technical nature of the Ministry), and although there is a relatively small percentage of women in these classifications, more women took Technical/Professional types of courses than any other types. The number of women taking the technical/professional courses increased by 41.7% over the 1979/80 number.

There was an increase in the percentage of women attending Ministry Management Skill Workshops.

The number of women taking courses of a Managerial/Supervisory nature increased substantially: 242.9% more women took these types of courses in 1980/81 than in 1979/80. In the one-week Management Skills workshops given three times yearly by this Ministry, there is always a minimum of 10% female representation (2 women or more in a group of 20).

Highlights of Ministry Affirmative Action Program

The Affirmative Action Program was approved and supported by the Deputy Minister. Meetings were held with Branch and Regional Directors to update them on the new direction of the program for the 80s. Information sessions were also held with the women in the branches and regions across the Ministry to explain the targetting process and Accelerated Career Development. Developmental assignments were planned and implemented.

The Affirmative Action Program Manager's position became 100% affirmative action. Interview and Resume sessions were held throughout the branches and regions. Career counselling to all women continued on a regular basis.

The Ministry Women's Advisory Committee planned a yearly agenda with monthly meetings. With the introduction of teleconferencing, the regional representatives are now able to participate in the monthly meetings.

MINISTRY OF: GOVERNMENT SERVICES

CHAPTER 16

Total Number of Employees in the Ministry: 2,762

Women's Share of Ministry Employment: 31.0% (856)

Women's Share of Female OPS Employment: 3.0%

Salary Distribution

Women's average salary* 1979/80: \$13,166
1980/81: \$14,551
An increase of 10.5%.

Men's average salary* 1979/80: \$18,645
1980/81: \$20,833
An increase of 11.7%.

Women's average salary was 69.8% of men's in 1980/81 (compared to 70.6% in 1979/80), for a decrease in the wage gap of 0.8%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	38 (5)	303	59	8 (1)	21.1
Clerical Module	-	-	-	-	-
Operational Module	15	405	0	0	0.0
Professional Module	5 (1)	60	3	1 (-)	20.0
Technical Module	1	16	0	0	0.0
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	5	256	186	2	40.0
Clerical Serv. Category	1	7	2	0	0.0
General Op. Serv. Cat.	28	107	25	6	21.4
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	55	484	5	0	0.0
Office Serv. Category	7	44	8	2	28.6
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	14	308	23	2	14.3
TOTALS	169 (6)	1,990	311	21 (1)	12.4

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 47*
- % of Ministry women this represents: 5.5%

*Includes 3 Affirmative Action Incentive Fund initiatives.

Inventories

The Affirmative Action Program maintains an inventory of senior women earning \$25,000 per annum and above.

The program also maintains an inventory of employees interested in career progression.

Allocation of Resources: Direct: \$ 74,900 Indirect: \$ 10,900

Staff Training and Development

Women's participation and expenditure rates in staff training remained proportionately higher than their 31% of the Ministry employment.

There was an increase over 1979/80 of 17.2% in the number of women attending Managerial/Supervisory and Technical/Professional courses. There were fewer (by 30%) women taking the "traditionally female" type of courses (Interpersonal/Personal and Secretarial/Clerical) in 1980/81 than in 1979/80; only 32.6% of female participants, compared to 49.8% in 1979/80, took these types of courses. This reflects a progression of women towards qualifying for middle-management types of positions.

Highlights of Ministry Affirmative Action Program

The Deputy Minister and senior management continued to support the Affirmative Action Program by promoting and providing career development and career opportunities.

The Ministry established some special Program components in 1980/81. A Ministry Incentive Fund (\$25,000 for salaries) was established during the past fiscal year to augment the WCEO Affirmative Action Incentive Fund (\$7,500); these resources were allocated to provide 6 women with career-related job experience. An apprenticeship program, designed to train women in trades, was also created; it is aimed at accelerating the employment of women in trades in the future. The first female electrical apprentice was hired in the Ministry during the year to begin her five-year apprenticeship.

The Ministry's various Affirmative Action Accelerated Career Development initiatives are specifically designed to qualify women for positions in underrepresented classes. As a result of this process, the number of women employed in the classifications of MSO 3 and Cleaner 2 more than doubled during the fiscal year 1980/81. Further efforts of the managers towards meeting the Affirmative Action goal, such as encouraging women to compete for positions in under-represented classes, brought about the hiring of women in the following classes for the first time: Senior Usher and Messenger; Engineering and Surveying, PM-14.

The Ministry exceeded its 14 planned numerical targets by 2 for a total of 16, and hired 3 women into other under-represented classes. In addition, reclassifications furthered the improvements to the occupational distribution in the following classes: (1) Property Agent 2, (2) Systems Services ASY-19, (1) Administrative APL-14, and (1) Data Processing Technician 5.

MINISTRY OF: HEALTH

CHAPTER 17

Total Number of Employees in the Ministry: 11,354

Women's Share of Ministry Employment: 64.2% (7,293)

Women's Share of Female OPS Employment: 25.5%

Salary Distribution

Women's average salary* 1979/80: \$14,848
1980/81: \$16,406
An increase of 10.5%.

Men's average salary* 1979/80: \$18,224
1980/81: \$19,709
An increase of 8.1%.

Women's average salary was 83.2% of men's in 1980/81 (compared to 81.5% in 1979/80), for a decrease in the wage gap of 1.7%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	41 (13)	767	274	10 (3)	24.4
Clerical Module	-	-	-	-	-
Operational Module	10 (1)	125	14	2 (-)	20.0
Professional Module	33 (5)	138	54	10 (2)	30.3
Technical Module	2	5	7	2	100.0
Executive Comp. Plan	2	39	10	1	50.0
Admin. Services Category	8	82	62	2	25.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	31	230	75	13	41.9
Inst. Care/Correct. Cat.	14	56	3	1	7.1
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	37	355	31	2	5.4
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	3	26	6	3	100.0
TOTALS	181 (19)	1,823	536	46 (5)	25.4

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 489*
- % of Ministry women this represents: 6.7%

*Includes 3 Affirmative Action Incentive Fund initiatives.

Inventories

Two different inventories are maintained by the Ministry. The Inventory of Career Goals describes the individual's current position, the types of responsibilities desired in 3 to 5 years' time and the skills/knowledge required to achieve these goals. Forms have been completed by those women whose long-range goals are directed towards positions in under-represented areas; inclusion is voluntary.

The second inventory is the Inventory of Senior women, a listing of all women earning \$24,000 per year, and above. It contains information on name, classification, position title and work location.

Allocation of Resources: Direct: \$ 217,900 Indirect: \$ -

Staff Training and Development

The Affirmative Action Program organized and underwrote the cost of 3 three-day workshops on management skills for women as part of the identification and development of women's career potential. In addition, 1,020 women attended 65 career workshops conducted by AAP staff.

Although the actual numbers of Ministry staff taking courses decreased overall (by 4.6%), the proportion of women to men increased slightly (by 0.4%). Of the women taking courses this year, 57.4% took Technical/Professional courses compared to 56.3% of the men, and 8.4% of the women took Managerial/Supervisory types of courses. The number of women in Office Services Category who took courses this year increased by 61.2% over 1979/80; that year, women from this category were 7.3% of all of the women taking courses, but in 1980/81, they were 12.3% of all women taking courses.

Highlights of Ministry Affirmative Action Program

The majority of female staff in the Ministry are located outside Toronto. Therefore, great emphasis is placed on regional delivery. One key to regional program delivery is the network of 55 Representatives who provide a base of support for the Affirmative Action Program at the local level. These women serve as liaison between the Affirmative Action Program staff and their own branches/offices, and between managers and women in their areas.

Activities carried out by the staff of the Affirmative Action Program include information sessions for managers and/or staff; consultations with managers and Representatives for the development and implementation of local activities, and the preparation of biannual reports; skill sessions on resume writing, interview techniques, assertiveness and self-assessment. Career counselling is provided as an integral part of these sessions.

During 1980/81, Program staff reviewed and monitored personnel and management policies and procedures, including (1) the recruitment process: indepth monitoring of targetted positions, post-audit of all other competitions in under-represented classifications and the analysis of competition waivers, and (2) an examination of sexist components or terminology in revised job descriptions.

MINISTRY OF: HOUSING

CHAPTER 18

Total Number of Employees in the Ministry: 948

Women's Share of Ministry Employment: 54.5% (517)

Women's Share of Female OPS Employment: 1.8%

Salary Distribution

Women's average salary* 1979/80: \$15,855
1980/81: \$17,301
An increase of 9.1%.

Men's average salary* 1979/80: \$26,200
1980/81: \$27,981
An increase of 6.8%.

Women's average salary was 61.8% of men's in 1980/81 (compared to 60.5% in 1979/80), for a decrease in the wage gap of 1.3%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	10 (3)	115	37	3 (-)	30.0
Clerical Module	-	-	-	-	-
Operational Module	1	90	0	0	0.0
Professional Module	5 (2)	90	18	0 (-)	0.0
Technical Module	-	-	-	-	-
Executive Comp. Plan	2	24	4	0	0.0
Admin. Services Category	12	308	57	5	41.7
Clerical Serv. Category	1	15	0	0	0.0
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	-	-	-	-	-
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	1	4	3	1	100.0
Technical Serv. Category	-	-	-	-	-
TOTALS	32 (5)	646	119	9 (-)	28.1

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 104*
- % of Ministry women this represents: 20.1%

*Includes 1 Affirmative Action Incentive Fund initiative.

Note: Not included are 29 ACD initiatives undertaken for approximately 20% of female staff in the Metro Toronto Housing Authority (separated from the Ministry of Housing in the Fall of 1980) while still under the jurisdiction of the Ministry.

Inventories

The Human Resources Branch has a computerized inventory which is accessed by the Affirmative Action Program. Additionally, the Program maintains an inventory based on Career Development Guides.

Allocation of Resources: Direct: \$ 80,980 Indirect: \$ -

Staff Training and Development

There was an increase between 1979/80 and 1980/81 in the number of men and the number of women who took courses of all types. The Ministry also increased the amount of money spent on staff training and development.

Highlights of Ministry Affirmative Action Program

Affirmative Action MBRs were integrated/incorporated into the Ministry's overall MBR system in 1980/81. Reports on under-represented classes were made on a regular basis to senior management. Assistant Deputy Ministers were much more active in the program and took responsibility for affirmative action within their organizations. Some met with Women's Advisory Committee representatives from their areas and participated in panel discussions at WAC meetings.

The work of two subcommittees of the women's Advisory Committee resulted in the publication and distribution of an affirmative action manual for representatives on the Committee and the publication of three affirmative action newsletters.

Seminars were held in June 1980 for area managers, Ontario Housing Corporation branch managers, and guidelines were published/distributed concerning the implementation of affirmative action into the Schedule 1 Housing Authorities (Schedule 1 refers to Ontario Housing Corporation's definition of their Housing authorities).

Active outreach recruitment for qualified women in non-traditional occupations occurred; female caretaker was hired.

MINISTRY OF: INDUSTRY AND TOURISM

CHAPTER 19

(Including Ontario Development Corporation and Ontario Place Corporation)

Total Number of Employees in the Ministry: 692

Women's Share of Ministry Employment: 41.9% (290)

Women's Share of Female OPS Employment: 1.0%

Salary Distribution Ministry only (bracketed: calculation to include Ontario Development and Ontario Place Corporations)

Women's average salary* 1979/80: \$14,885 (\$14,751)
1980/81: \$16,672 (\$16,570)
An increase of 12.0% (12.3%)

Men's average salary* 1979/80: \$30,516 (\$28,717)
1980/81: \$30,017 (\$29,402)
An increase of 1.6% (2.4%)

Women's average salary was 53.8% (56.4%) of men's in 1980/81 (compared to 48.8% (51.4%) in 1979/80, for a decrease in the wage gap of 5.0% (5.0%).

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	7 (3)	271	127	1 (-)	14.3
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	3	134	36	1	33.3
Technical Module	-	-	-	-	-
Executive Comp. Plan	8	109	8	0	0.0
Admin. Services Category	28	1944	626	7	25.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	9	84	0	0	0.0
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	55 (3)	2542	797	9 (-)	16.4

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 14*
- % of Ministry women this represents: 4.8%

* Includes 3 Affirmative Action Incentive Fund initiatives.

Inventories

The Ministry has developed an inventory based on career goals and development needs expressed in the performance appraisal system and through career counselling.

Allocation of Resources: Direct: \$ 32,007 Indirect: \$ -

Staff Training and Development (Ministry only)

There was an overall increase in the number of women receiving training courses in 1980/81 as compared to 1979/80. In the Office Services category, women's participation in training increased by 150%; their participation in Managerial/Supervisory courses increased by 100%.

Highlights of Ministry Affirmative Action Program

The Manager, Affirmative Action Program, prepared the Affirmative Action MBR and presented it, with recommendations on the targets and priority areas, to the Senior Policy Committee for approval. Low vacancy projections and insufficient availability rates of women resulted in no formula targets. However, the Policy Committee identified 15 classifications which would receive special attention if vacancies occurred. Eight women were hired into these classifications in 1980/81, most in areas which were historically nontraditional for women.

The Ministry planned for 15 career development moves in 1980/81 - 2 to Central Agencies, 13 Internal. Thirteen internal moves took place and 1 to Central Agency (lack of sufficient opportunities preventing the second move). Included in this were moves supported by the Incentive Fund, allowing 3 women to get experience in jobs currently under-represented. The Manager, Affirmative Action Program, provided career counselling to 35 women. A series of noon hour information sessions were organized and presented by the internal Affirmative Action Advisory Committee.

The Ministry initiated a Foreign Intern Program in 1980/81. The purpose was to provide direct working experience in the Foreign Offices, dealing with Ministry programs and the business community. Of the 9 people hired on unclassified staff as Industrial Development Officer trainees, 4 were women. A series of secondments of executive staff resulted in two women being placed in non-traditional areas.

There were 108 hires/promotions in 1980/81. Of these, 51 (47%) were women and 57 (53%) were men. Thirty-three were hires/promotions of internal candidates: 18 (55%) were women and 15 (45%) were men. A total of 36 reclassifications, not including the broadbanding process, took place in 1980/81: 18 (50%) were women and 18 (50%) were men.

Five women were hired into the Industrial Development Officer series, a series which accounts for 29% of the jobs in the Ministry proper. These jobs were historically filled by men and are the feeder group for most management positions. There was an increase of 44.0% in the number of women managers, from 9 to 13.

MINISTRY OF: INTERGOVERNMENTAL AFFAIRS

CHAPTER 20

Total Number of Employees in the Ministry: 229

Women's Share of Ministry Employment: 52.8% (121)

Women's Share of Female OPS Employment: 0.4%

Salary Distribution

Women's average salary* 1979/80: \$17,745
1980/81: \$19,443
An increase of 9.6%.

Men's average salary* 1979/80: \$28,164
1980/81: \$29,184
An increase of 3.6%.

Women's average salary was 66.6% of men's in 1980/81 (compared to 63.0% in 1979/80), for a decrease in the wage gap of 3.6%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	13 (5)	182	31	1 (1)	7.7
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	9 (1)	322	106	2 (1)	22.2
Technical Module	-	-	-	-	-
Executive Comp. Plan	2 (1)	61	8	0 (-)	0.0
Admin. Services Category	6	202	50	1	16.7
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	-	-	-	-	-
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	30 (7)	767	195	4 (2)	13.3

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

No ACD initiatives planned, but 1 waiver of competition for a woman took place as a part of her planned career development.

Inventories

The Ministry has established a Human Resources Inventory listing relevant information on positions occupied, length of service, specific experience, etc., for Ministry personnel. This Inventory will be maintained and expanded.

Allocation of Resources: Direct: \$ - Indirect: \$ 7,500

Staff Training and Development

Women's proportion of attendance at courses was 36.3%. The total number of women attending courses of all types increased by 83.7% over 1979/80. Of the women who took courses in 1980/81, 11.1% of them took Managerial/Supervisory types of courses and 71.1% of them took Technical/Professional courses. Of all the staff taking Managerial/Supervisory courses, women made up 43.5%; they were 32.2% of the staff attending Technical/Professional courses.

Highlights of Ministry Affirmative Action Program

In addition to its core group of French Language Services, the Ministry of Intergovernmental Affairs has the Office of Protocol, the Minister's and Deputy Minister's Offices, and two divisions specializing in intergovernmental relations, structures and capacity. One of these, Intergovernmental Affairs, has a high concentration of professional staff providing policy advice on Ontario's participation in Canada's relations with other jurisdictions. The second, Municipal Affairs, consists of financial/technical staff who provide an evaluation of the responsibilities of Ontario's system of local government, and aid in strengthening the capacity of municipal governments. This specialization of skills and experience means that staff has limited mobility, either within the Provincial Government, or beyond.

The part-time Affirmative Action Program Manager determined that, for this Ministry, the most important initiative was broadening the career base for senior women, and to that end focused her time on establishing a network of senior women, counselling and advising them as requested and required, and initiating talks with Managers, Directors, etc. re developmental moves.

Several specific developmental activities were possible, among them: 2 secondments from the Subsidies Branch were arranged, one for a woman, one for a man; one woman was encouraged and supported in her career change from the financial to the administrative stream. Secretarial staff were given upgrading skills training such as attendance at word processing demonstrations and courses, partially sponsored by the Ministry. One woman was given the opportunity to work with the Office of Protocol and participate fully in the 1981 Royal Visit, planning for which began in the 1980/81 fiscal year.

Managers in this Ministry are supportive of the Program. Further developmental secondments or career moves will be initiated whenever possible. As of the end of the 1980/81 reporting period, there were only 2 classifications which are under-represented (less than 30% female representation), one of which has two incumbents; the other has one.

Note: Significant changes in Ministry composition and organization have taken place since this reporting period. Therefore, future reports will reflect a very different Ministry composition.

MINISTRY OF: LABOUR

CHAPTER 21

Total Number of Employees in the Ministry: 1,373

Women's Share of Ministry Employment: 45.1% (619)

Women's Share of Female OPS Employment: 2.2%

Salary Distribution

Women's average salary* 1979/80: \$15,561
1980/81: \$17,466
An increase of 12.2%.

Men's average salary* 1979/80: \$24,100
1980/81: \$26,208
An increase of 8.7%.

Women's average salary was 66.6% of men's in 1980/81 (compared to 64.6% in 1979/80), for a decrease in the wage gap of 2.0%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired	
		Male	Female	Total (**)	As a % of Vacancies Filled
Administrative Module	15 (1)	203	37	4 (-)	26.7
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	9	54	8	2	22.2
Technical Module	5	25	0	0	0.0
Executive Comp. Plan	3	47	115	2	66.7
Admin. Services Category	13	421	114	5	38.5
Clerical Serv. Category	1	1	0	0	0.0
General Op. Serv. Cat.	3	27	1	0	0.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	59	1303	127	17	28.8
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	1	10	4	0	0.0
Technical Serv. Category	15	127	42	3	20.0
TOTALS	124 (1)	2218	448	33 (-)	26.6

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 45*
- % of Ministry women this represents: 7.3%

*Includes 1 Affirmative Action Incentive Fund initiative.

Inventories

An inventory of all women employees is maintained, indicating classification level, education, and government employment history.

Allocation of Resources: Direct: \$ 70,120 Indirect: \$ 11,340

Staff Training and Development

In 1980/81, women's representation in the Ministry was 45.1% compared to their participation in staff training and development which was 57.8%, indicating that many women took more than one course. Women's share of the training dollar was 41.3%. There were a number of in-house courses developed for women, e.g., "The Nuts and Bolts of Managing in Government". These tend to be less expensive per capita since no travel expenses are involved.

Over half (56%) of the participants in Managerial/Supervisory courses and 41.6% of the participants in Technical/Professional courses were women. This compares favourably with 1979/80 participation rates in these same areas: women accounted for 51.1% of total participation. In Managerial/Supervisory courses, women comprised 49.5% and in Technical/Professional courses, 32%.

Highlights of Ministry Affirmative Action Program

In August 1980, the first woman was appointed as an Assistant Deputy Minister.

Eleven one-day workshops, "The Nuts and Bolts of Managing in Government" were presented to one-third of the Ministry's women. The workshop gave an overview of such government management processes as financial planning, MBR and human resource management.

The workshop was so successful that an enlarged series (6 days) is planned for 1981/82. The material presented in the one-day workshop has been prepared for publication in booklet form.

A publication was produced, "The Self-Directed Career/Life Planning Handbook", a series of exercises designed to assist women to determine their own career objectives.

MINISTRY: MANAGEMENT BOARD SECRETARIAT

CHAPTER 22

Total Number of Employees in the Secretariat: 59

Women's Share of Secretariat Employment: 47.5% (28)

Women's Share of Female OPS Employment: 0.1%

Salary Distribution

Women's average salary* 1979/80: \$21,343
1980/81: \$26,492
An increase of 24.1%.

Men's average salary* 1979/80: \$36,356
1980/81: \$40,567
An increase of 11.6%.

Women's average salary was 65.3% of men's in 1980/81 (compared to 58.7% in 1979/80), for a decrease in the wage gap of 6.6%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired	
		Male	Female	Total (**)	As a % of Vacancies Filled
Administrative Module	10 (3)	155	52	6 (1)	60.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	-	-	-	-	-
Technical Module	-	-	-	-	-
Executive Comp. Plan	2 (2)	0	0	1 (1)	50.0
Admin. Services Category	-	-	-	-	-
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	-	-	-	-	-
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	12 (5)	155	52	7 (2)	58.3

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 10*
- % of Ministry women this represents: 35.7%

*Includes 1 Affirmative Action Incentive Fund initiative.

Inventories

A Career Development Inventory is used to assist in career planning for all Secretariat employees.

An Inventory of women, across Government, interested in working on part-time developmental assignments at Management Board Secretariat was initiated.

Allocation of Resources: Direct: \$ 7,188 Indirect: \$ 11,500

Staff Training and Development

In 1980/81, women comprised 43.9% of the Secretariat staff who participated in Staff Training and Development. Of the money used in 1980/81, 37.3% was spent on women, compared to 33.2% in 1979/80.

In 1980/81, the proportion of women taking Managerial/Supervisory and Technical/Professional types of courses was 86.2% of all women taking courses, comparing favourably with the 35.1% of all women taking those types of courses in 1979/80. Also, of all the participants taking Managerial/Supervisory courses in 1980/81, 37.5% were female compared to 29.6% in 1979/80.

Highlights of Ministry Affirmative Action Program

Affirmative Action is formally incorporated into the Secretariat's annual planning document, "MOAC".

Affirmative Action is formally incorporated into the Secretariat's Performance Appraisal process for managers.

The Secretariat has provided 10 secondment opportunities for women from other ministries during 1980/81.

MINISTRY OF: NATURAL RESOURCES

CHAPTER 23

Total Number of Employees in the Ministry: 4,356

Women's Share of Ministry Employment: 22.3% (972)

Women's Share of Female OPS Employment: 3.4%

Salary Distribution

Women's average salary* 1979/80: \$13,069
1980/81: \$14,547
An increase of 11.3%.

Men's average salary* 1979/80: \$20,319
1980/81: \$22,722
An increase of 11.8%.

Women's average salary was 64.0% of men's in 1980/81 (compared to 64.3% in 1979/80), for an increase in the wage gap of 0.3%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	38 (16)	609	152	6 (1)	15.8
Clerical Module	1	50	25	0	0.0
Operational Module	2 (1)	66	1	0 (-)	0.0
Professional Module	55 (14)	564	43	1 (-)	1.8
Technical Module	87 (18)	886	32	1 (1)	1.1
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	3	52	1	1	33.3
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	10	98	27	1	10.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	27	207	2	1	3.7
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	37	708	182	8	21.6
Technical Serv. Category	129	3468	306	12	9.3
TOTALS	389 (49)	6708	771	31 (2)	8.0

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 54
- % of Ministry women this represents: 5.6%

Inventories

An inventory of Senior Women has been maintained, indicating salary range and classification level, which could be accessed for ACD purposes.

A pilot Human Resources Plan has been set up which could be accessed for accelerated career development initiatives when/if implemented Ministry-wide.

Allocation of Resources: Direct: \$ 92,600 Indirect: \$ -

Staff Training and Development

The number of women participating in Technical/Professional courses increased by 16.5% over last year's figure. Also, during the year, a new course on The Performance Management Cycle was given to managers and supervisors throughout the Ministry; women's representation made up approximately 3.5% of those who attended.

Highlights of Ministry Affirmative Action Program

The Affirmative Action Program continued established activities and innovated a number of important changes during 1980/81.

Of the total number of women 15.7% are located in 10 of the under-represented modules/categories compared with 14.9% in 1979/80. The number of female Resource Technicians increased dramatically by 41% over last year's figures. (Resource Technician positions constitute the largest single group of employees in the Ministry).

During one of the worst fire seasons in our history, many female employees were temporarily assigned to fire suppression and support duties. There was a slight increase in the number of female Junior Rangers to 788 from 760 in 1979/80; this represents 43.8% of all Junior Rangers. Female summer students continued to be hired in all disciplines and female graduates are well represented in the seasonal unclassified staff.

The Ministry embarked on a new comprehensive program management system which will tie Affirmative Action results to the Ministry's Performance Appraisal System.

A Hire/Promotion Yield Table was developed and circulated to Senior Managers on a regular basis. It listed the results expected in percentage form and noted outstanding competitions. This assisted the targetting exercise in which the Ministry surpassed the total number of Hire/Promotion Targets. Monitoring of the staffing process continued; this involved a post-audit of more than 500 job competitions and in-depth monitoring where Affirmative Action Program staff and other women participated on the Selection Board in specified competitions.

The two-tiered network of approximately 70 Affirmative Action Representatives increased the activities of the Regional Delivery Program by holding 13 training sessions for some 282 women, arranging and sharing 143 meetings across the Province, organizing 66 field trips, producing 6 issues of the Affirmative Action Newsletter and disseminating information. Also, many women participated in Government-wide Regional Delivery Days throughout Ontario, and others served on Affirmative Action Interministerial Committees in various municipalities.

An Affirmative Action Task Force was formed to review results to date and make recommendations for change. The resulting proposals are now under consideration by Senior Management.

Some examples of "first-ers" hired/promoted in the Ministry were: a female Conservation Officer, a District Parks Supervisor, a Fire Prevention Officer and a Pits and Quarries Inspector.

MINISTRY OF: NORTHERN AFFAIRS

CHAPTER 24

Total Number of Employees in the Ministry: 150

Women's Share of Ministry Employment: 48.0% (72)

Women's Share of Female OPS Employment: 0.3%

Salary Distribution

Women's average salary* 1979/80: \$14,379
1980/81: \$16,296
An increase of 13.3%.

Men's average salary* 1979/80: \$27,745
1980/81: \$28,948
An increase of 4.3%.

Women's average salary was 56.3% of men's in 1980/81 (compared to 51.8% in 1979/80), for a decrease in the wage gap of 4.5%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	-	-	-	-	-
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	-	-	-	-	-
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	3	172	80	2	66.7
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	-	-	-	-	-
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	3	150	17	1	33.3
Technical Serv. Category	-	-	-	-	-
TOTALS	6 (-)	322	97	3 (-)	50.0

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 3
- % of Ministry women this represents: 4.2%

Inventories

An informal card index has been established, indicating developmental needs (as perceived by the individual) required to reach career goals, and educational training received. The card content could be used to alert women to job competitions that would meet long-term career goals. Content would be updated as course work, additional education and experience is gained.

Allocation of Resources: Direct: \$ 9,000 Indirect: \$ -

Staff Training and Development

Women's participation in staff training and development was 55.6%, comparing favourably to their share of Ministry employment (48.0%). Their share of the training dollar was 68.2%.

Of the Women who took courses in 1980/81, 15% attended Managerial/Supervisory courses and 85% enrolled in Interpersonal/Personal courses. Of the total employees taking Managerial/Supervisory courses, women made up 33.3%, up substantially from the 12.5% in 1979/80.

Highlights of Ministry Affirmative Action Program

The Ministry's Affirmative Action Program Co-ordinator was appointed in January, 1981.

During the year, the first formal management sessions about the Program were given to senior staff. Several negative staff attitudes have changed towards a positive approach to Affirmative Action.

For the first time, the female staff in the Ministry were offered an introduction to Career Development Workshops.

MINISTRY OF: REVENUE

CHAPTER 25

Total Number of Employees in the Ministry: 3,723

Women's Share of Ministry Employment: 38.2% (1,422)

Women's Share of Female OPS Employment: 5.0%

Salary Distribution

Women's average salary* 1979/80: \$13,361
1980/81: \$14,843
An increase of 11.1%.

Men's average salary* 1979/80: \$22,200
1980/81: \$23,080
An increase of 4.0%.

Women's average salary was 64.3% of men's in 1980/81 (compared to 60.2% in 1979/80), for a decrease in the wage gap of 4.1%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	89 (14)	1008	222	16 (5)	18.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	-	-	-	-	-
Technical Module	-	-	-	-	-
Executive Comp. Plan	9 (1)	132	6	1 (-)	11.1
Admin. Services Category	102	1158	285	28	27.5
Clerical Serv. Category	2	154	87	0	0.0
General Op. Serv. Cat.	1	1	0	0	0.0
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	3	8	2	1	33.3
Office Serv. Category	1	1	0	0	0.0
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	1	7	2	1	100.0
TOTALS	208 (15)	2469	604	47 (-)	22.6

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 30*
- % of Ministry women this represents: 2.1%

*Includes 1 Affirmative Action Incentive Fund initiative.

Inventories

An inventory of women employees at level AM-17 and above is maintained, with details of their career goals and needs. It is accessed to notify women of career opportunities and to assist managers in planning accelerated career development opportunities.

Allocation of Resources: Direct: \$ 49,145 Indirect: \$ 7,508

Staff Training and Development

Women's participation rate in staff training and development courses was 38.9%, which corresponds to their Ministry representation, and is a 5.5% increase over the 1979/80 rate. Women's total share of the training dollar was 29.8%, a slight increase over 1979/80. The actual number of staff taking courses decreased, but the proportion of women that took Managerial/Supervisory and Technical/Professional courses increased.

Women constituted 42.5% of the recipients of the Fund for Employee Educational Assistance (FEED). This program encourages all employees to take courses related to careers within the Ministry. The Ministry also provides a number of in-house courses and three-day workshops on Career Development (the latter are of benefit particularly to women in Office Services/Clerical Services Categories).

Highlights of Ministry Affirmative Action Program

The hire/promotion targets set by the Ministry were exceeded; targets for the provision of accelerated career development assignments were met as planned.

A planning and evaluation system for setting Affirmative Action goals was designed and implemented within the Tax Revenue Program. The Affirmative Action Program initiated a system to monitor all staffing activities in the Ministry. The Revenue Career Advancement Program provided increased developmental opportunities for Ministry employees presently in the clerical series to bridge into the Property Assessment or Tax Auditor series.

Affirmative Action activities and achievements appeared regularly in the Ministry's publication "Revenues". Regional Delivery of the Affirmative Action Program included sessions presented by the Co-ordinator to Ministry employees, as well as 11 workshops presented by the Regional Delivery Task Force of the Affirmative Action Council across the Province.

Women in the Ministry continued to receive career guidance and encouragement through the Career Development workshops. Two separate inventories of women in the Ministry were compiled, enabling the Affirmative Action Program to encourage qualified Ministry women to apply

to competitions and to assist managers in identifying qualified candidates for developmental moves.

There were some significant breakthroughs of women into historically male-dominated classes: Financial Administration AM-16, AM-18, AM-20, AM-21; General Administration AGA-17; plus Administrative levels in Personnel, Information and Systems Services. In addition, women were hired for the first time at two other levels: Director (ECP3), and Operator 2, Offset Equipment.

The Revenue Career Advancement Program provided several examples of breakthroughs for women who bridged from the Clerical Services Category to positions in the Tax Auditor and Property Assessment series.

Increases in these series are notable because they represent the two main professional career paths in the Ministry, consisting of one-third of Ministry populations, and which have been traditionally male-dominated.

MINISTRY OF: THE SOLICITOR GENERAL

CHAPTER 26

Total Number of Employees in the Ministry: 5,674

Women's Share of Ministry Employment: 15.2% (863)

Women's Share of Female OPS Employment: 3.0%

Salary Distribution

Women's average salary* 1979/80: \$13,064
1980/81: \$14,824
An increase of 13.5%.

Men's average salary* 1979/80: \$21,543
1980/81: \$23,735
An increase of 10.2%.

Women's average salary was 62.5% of men's in 1980/81 (compared to 60.6% in 1979/80), for a decrease in the wage gap of 1.9%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	5	60	11	1	20.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	1	7	0	0	0.0
Technical Module	-	-	-	-	-
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	10	147	2	0	0.0
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	41	103	15	10	24.4
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	377	2645	213	24	6.4
Maintenance Serv. Category	4	13	0	0	0.0
Office Serv. Category	1	20	8	0	0.0
Scient. & Prof. Serv. Cat.	3	86	57	2	66.7
Technical Serv. Category	3	33	25	2	66.7
TOTALS	445 (-)	3114	331	39 (-)	8.8

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 8*
- % of Ministry women this represents: 0.9%

*Includes 5 Affirmative Action Incentive Fund initiatives.

Inventories

The Ministry has one Career Goal Inventory, which includes all women in the Toronto area by current classification, next classification, education, past experience and request for on-the-job training.

This inventory is used for planning accelerated career development activities and notification of vacancies.

Allocation of Resources: Direct: \$ 58,200 Indirect: \$ -

Staff Training and Development (excludes Ontario Provincial Police)

Women's share of staff training and development was 38.2%, which greatly exceeds their Ministry representation (15.2%), but is a decrease from their share in 1979/80.

The actual dollars spent on both men and women increased in 1980/81 over 1979/80 amounts, but women's proportion of those funds decreased slightly (to 35.5% of the total, which is still much greater than their representation).

Women's participation (actual numbers) and their participation rate in Managerial/Supervisory courses increased considerably (from 9.6% of participants in 1979/80 to 25% in 1980/81). The actual numbers of both men and women taking courses is greater in 1980/81 than in 1979/80.

Highlights of Ministry Affirmative Action Program

The 1980/81 Affirmative Action Program in the Ministry concentrated on Management Accountability and Accelerated Career Development activities for women. Branch Directors submitted an Affirmative Action Plan to the Deputy Minister, reported results at the end of the year and identified bridging positions in their Branches. Accelerated Career Development initiatives included on-the-job training, job rotation and secondments. Of the women participating in these activities, 85% moved up to higher classifications after the training period.

The Affirmative Action Program Manager visited numerous regional offices and presented workshops in Belleville and Peterborough. She also set up a committee at the Ontario Police College in Aylmer and assisted in the Affirmative Action Council's Regional Delivery Days. A bimonthly Ministry news package was sent to all District Offices.

As part of Outreach Recruitment, a questionnaire was sent to Law Enforcement Instructors at all Community Colleges regarding efforts to encourage women to enter police forces. The AAPM also completed a preliminary study on women in policing and continued to provide counselling sessions to all new policewomen recruits.

The Equal Opportunity Advisory Committee and Task Forces continued to look at problem areas and initiate activities that might reflect or meet these needs. They continued to offer lunch-hour workshops and courses, published the bimonthly Ministry newsletter and updated the three libraries.

The data base was updated with the Annual Statistics Report being published and distributed. Close monitoring took place of competitions in under-represented classifications and a post-audit of all competitions in the Ministry was conducted.

The AAPM offered career, academic and personal counselling to women in the Ministry as well as consultation to managers in relation to staff and individual problems and complaints.

The AAPM is a member of the Ministry's Educational Subsidy Committee, Interministerial/Interagency Provincial Review, CAATS Law and Security Administration Programs Committee and was co-chair of the Affirmative Action Council's Outreach Recruitment Task Force.

MINISTRY OF: TRANSPORTATION AND COMMUNICATIONS

CHAPTER 27

Total Number of Employees in the Ministry: 10,133

Women's Share of Ministry Employment: 17.3% (1,748)

Women's Share of Female OPS Employment: 6.1%

Salary Distribution

Women's average salary* 1979/80: \$12,813
1980/81: \$14,307
An increase of 11.7%.

Men's average salary* 1979/80: \$17,859
1980/81: \$20,394
An increase of 14.2%.

Women's average salary was 70.2% of men's in 1980/81 (compared to 71.7% in 1979/80), for an increase in the wage gap of 1.7%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	43 (3)	742	145	5 (-)	11.6
Clerical Module	2	11	6	1	50.0
Operational Module	31	237	0	0	0.0
Professional Module	24 (4)	301	4	0 (-)	0.0
Technical Module	5 (2)	47	0	0 (-)	0.0
Executive Comp. Plan	-	-	-	-	-
Admin. Services Category	127	1090	212	26	20.5
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	18	156	29	3	16.7
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	194	1887	25	4	2.1
Office Serv. Category	5	20	8	2	40.0
Scient. & Prof. Serv. Cat.	4	86	24	0	0.0
Technical Serv. Category	82	529	23	3	3.7
TOTALS	535 (9)	5106	476	44 (-)	8.2

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 66*
- % of Ministry women this represents: 3.8%

*Includes 4 Affirmative Action Incentive Fund initiatives (3 others are still in progress).

Inventories

The Human Resources Management Inventory can be used to identify women for special assignments, developmental opportunities and Ministry management programs.

Allocation of Resources: Direct: \$ 118,100 Indirect: \$ 6,400

Staff Training and Development

Women continue to be highly represented in Interpersonal/Personal and Secretarial/Clerical courses. However, in the 1980/81 fiscal year, there has been a significant increase in the number of women taking the Managerial/Supervisory (increased 80.5%) and Technical/Professional (increased 123.6%) types of courses, with the proportion of women taking these two types of courses increasing from 37.8% of the women in 1979/80 to 53.1% of the women in 1980/81. Women's share of the funds spent on ST&D increased from 16% in 1979/80 to 18.9% in 1980/81. In addition, women's average share of costs has increased by 32.4%, due partially to the higher percentage of women taking courses externally which tend to be more costly.

Highlights of Ministry Affirmative Action Program

There has been a low turnover in management classifications, therefore little opportunity to meet the targets in this area. The Ministry has now identified areas which require further examination (such as the restricted area of search and targetting data) to further improve the Ministry's progress.

There have been significant strides in Accelerated Career Development programs, such as the establishment and implementation of a Summer Student Program involving 13 women on developmental assignments. In addition, the Affirmative Action Incentive Fund Program was successful as women received training with the intention of using the Incentive Fund. However, the Ministry did not have to access the Incentive Fund as managers were able to cover the cost of these initiatives.

Other Program Successes:

- (a) The Ministry's Affirmative Action Program Council and network was reorganized in 1980/81, and a constitution was established.
- (b) An Action Plan Package was developed and initiated, and
- (c) A Career Development System has been developed and was implemented, as were new Planning and Evaluation systems and Management Accountability systems.

There were significant breakthroughs in 1980/81 in the skilled and semi-skilled trades and services position, despite a low rate of application by women. Women were hired as Highway General Foreman/ Woman 1, Highway Equipment Operator 1, and Property Agent 2. Twelve women were hired into winter maintenance positions.

MINISTRY OF: TREASURY AND ECONOMICS

CHAPTER 28

Total Number of Employees in the Ministry: 364

Women's Share of Ministry Employment: 50.3% (183)

Women's Share of Female OPS Employment: 0.6%

Salary Distribution

Women's average salary* 1979/80: \$17,643
1980/81: \$19,822
An increase of 12.4%.

Men's average salary* 1979/80: \$28,648
1980/81: \$29,755
An increase of 3.9%.

Women's average salary was 66.6% of men's in 1980/81 (compared to 61.6% in 1979/80), for a decrease in the wage gap of 5.0%.

*1979/80 salaries included Program Executives. 1980/81 salaries do not.

HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
(Women Less Than 30%)

Occupational Module/Category	# of Vacancies (**)	Number of Applicants		# of Women Hired Total (**)	As a % of Vacancies Filled
		Male	Female		
Administrative Module	2	36	4	1	50.0
Clerical Module	-	-	-	-	-
Operational Module	-	-	-	-	-
Professional Module	22 (9)	157	37	4 (3)	18.2
Technical Module	-	-	-	-	-
Executive Comp. Plan	4 (1)	73	1	0 (-)	0.0
Admin. Services Category	-	-	-	-	-
Clerical Serv. Category	-	-	-	-	-
General Op. Serv. Cat.	-	-	-	-	-
Inst. Care/Correct. Cat.	-	-	-	-	-
Law Enforcement Category	-	-	-	-	-
Maintenance Serv. Category	-	-	-	-	-
Office Serv. Category	-	-	-	-	-
Scient. & Prof. Serv. Cat.	-	-	-	-	-
Technical Serv. Category	-	-	-	-	-
TOTALS	28 (10)	266	42	5 (3)	17.9

(**) Waivers of competition are listed separately in brackets and only included in totals for number of vacancies and number of women hired.

Accelerated Career Development Initiatives

- Initiatives undertaken by the Ministry: 26
- % of Ministry women this represents: 14.2%

Inventories:

The Human Resources Inventory for all Ministry employees indicates career potential and interests; it is accessed when vacancies occur, particularly in under-represented classes.

Allocation of Resources: Direct: \$ 8,500 Indirect: \$ -

Staff Training and Development

The number of women taking courses increased by 30.4% between 1979/80 and 1980/81. Of the women taking courses in 1979/80, 61.8% took Technical/Professional courses, compared to 69.2% in 1980/81. Women's average share of costs also increased considerably (by 84.2% from 1979/80 to 1980/81). The Ministry population in Office Services Category is 74% female. While all of the participants from this category were female, notably half of these women took courses of a Technical/Professional nature.

Highlights of Ministry Affirmative Action Program

The Ministry continued its total commitment to the Government's policy on Affirmative Action. The Ministry's Policy Committee comprising the Deputy Minister, the Assistant Deputy Ministers and the Executive Director/Administration, met regularly with the women's representatives freely chosen by the women of each Division of the Ministry as the Ministry's Advisory Committee on Affirmative Action. These meetings discussed and attempted to resolve matters of concern to women employees.

Whereas the responsibility for Affirmative Action is integrated among the other responsibilities of the Managers of the Ministry from the Deputy Minister down, the program responsibility rested with the Executive Director/Administration. In March 1981, a decision was made to hire a full-time Affirmative Action Program Manager for the Ministry to allow for more opportunity to participate in council and committee activities for information exchange and corporate input.

Representatives of the Advisory Committee on Affirmative Action assisted in disseminating information and advising managers on any concerns among women.

Each manager was required to submit an Action Plan indicating what initiatives were intended for his/her staff in terms of their development. Proposed initiatives must take into consideration the needs

of the Affirmative Action Program, e.g. any identified under-representation of women in the section or classification. Managers also participated in the completion of the Affirmative Action MBR.

In addition, the Ministry extended it's commitment to the new Directive on Affirmative Action by making special efforts to plan for hire/promotion opportunities for women. This reflects favourably on the Ministry's sensitivity to Affirmative Action, and the delivery of a progressive Ministry program.

THE LIQUOR CONTROL BOARD OF ONTARIO

CHAPTER 29

Agency Description

Total Number of Employees: 3,546
Women's Share of Board Employment: 7.2% (257)

Occupational Characteristics

41.9% of total female employees are in the store system.
2.7% of total female employees in the store system are in management positions.
83.0% of total male employees are in the store system.
36.1% of male employees in the store system are in management positions.
15 women are in management positions in Head Office (an increase of 3 women).
26 more women are employed by the Board than in 1979/80, although the total number of employees has decreased.

Salary Description

Women's Salary Distribution in 1980/81:

3.81%	- \$12,000
20.82%	- \$14,000
23.17%	- \$16,000
24.34%	- \$18,000
18.48%	- \$20,000
9.38%	- over \$20,000

Women were under-represented in the \$20,000 and over salary ranges, and over-represented in the \$12,000 to \$18,000 salary ranges.

In 1980/81, women increased their representation in the \$18,000, \$20,000 and over \$20,000 salary ranges, and decreased representation in the below \$14,000 range.

Outline of 1980/81 Action Plans

Executive Policy Commitment and Involvement

During 1980/81 the Chairman and General Manager continued to support the Program and communicated the aims and objectives via memorandum to all employees. They reviewed and approved recommendations concerning the delivery of the Affirmative Action Program.

The General Manager was kept informed of major activities and concerns on an ongoing basis and was responsible for overall decisions. The General Manager and Executive Directors participated in review of policies and procedures that had an impact on program results.

Assignment of Responsibility

From April until December 1980, the Program operated on a part-time basis, with the Women's Advisor spending 20% of her time on the Affirmative Action Program and the remainder on her normal duties as Recruitment Officer. She reported for the Program through the Supervisor of Recruitment and the Director of Personnel.

In January 1981, a full-time Affirmative Action Program Co-ordinator was appointed who was assisted by clerical staff. The Co-ordinator is responsible for the development, implementation and evaluation of the Program and reports directly to the General Manager.

An Advisory committee of four members was formed to give assistance to the Co-ordinator.

The Co-ordinator is an associate member on the Affirmative Action Council and attends general meetings.

Allocation of Resources

The part-time Affirmative Action Program Co-ordinator did not have a separate budget. Any seminars and expenses were approved by the Department and paid by the Board.

A separate budget has been established for 1981/82 which is presently under review.

Management Participation and Accountability

The General Manager issued a letter outlining the Affirmative Action Plan and requesting Managers' co-operation and participation. The Affirmative Action Program Co-ordinator met on a weekly basis with the General Manager and submitted recommendations which were reviewed with Division Heads.

Information Systems

Brochures were printed and distributed to all employees, outlining the objectives of the Affirmative Action Program. The Co-ordinator delivered the Program to various regions of the Province at management meetings.

Identification and Accelerated Development of Women

The Affirmative Action Program office undertook a study to examine the current status of the Board's women, to determine the needs and skills of these women, and identify those with potential by means of a questionnaire to form the basis for future career workshops.

Staff Training and Development Statistics

Seventeen women participated in staff training and development courses, representing 9% of the total participants.

Members of the Advisory Committee attended six seminars. Three women attended career development seminars and one woman attended supervisor seminars.

Staff Training and Development Statistics (cont'd.)

Eighteen women took advantage of the Financial Tuition Assistance Program.

Breakthroughs

The number of women at the LCBO outlets increased from 94 in 1979/80 to 106 in 1980/81 (a 12.8% increase).

Three women were promoted to Supervisory positions and one woman was promoted to Manager of a store.

For the first time ever, two women were employed in the warehouse: one as a watchperson, and the other as a warehouseperson.

THE LIQUOR LICENCE BOARD OF ONTARIO

CHAPTER 30

Agency Description

Total Number of Employees: 236
Women's Share of Board Employment: 36% (85)

Occupational Characteristics

OCCUPATIONAL MODULE/CATEGORY	NUMBER OF WOMEN	WOMEN AS A % OF MOD./CAT.	% OF WOMEN IN LLBO THIS REPRESENTS
Administrative Mod.	12	21.9%	14.1%
Clerical Services Cat.	27	87.0%	31.8%
Operational Services Cat.	2	1.9%	2.4%
Office Services Cat.	44	100%	51.8%
Total	85	-	100%

Women's representation in the Administrative Module increased by 7.6%, from 14.3% in 1979/80 to 21.9% in 1980/81.

Salary Distribution

Women's average salary was \$15,506 in 1980/81, compared to \$13,700 in 1979/80, for an increase of 13.2%.

Men's average salary was \$27,346 in 1980/81, compared to \$21,600 in 1979/80, for an increase of 26.6%.

The salary range \$10,000 - \$15,000 contains 51.8% of LLBO women.
The salary range \$15,001 - \$27,000 contains 48.2% of LLBO women.

Executive Policy Commitment and Involvement

The Executive Director and Branch Directors reviewed recommendations in support of the Affirmative Action Program. Decisions were made regarding LLBO priorities and targets in achieving the corporate goal. The LLBO has designed evaluation criteria to ensure that activities achieve planned results.

Assignment of Responsibility

The LLBO's part-time Women's Advisor is responsible for planning, developing, implementing and monitoring the LLBO Affirmative Action Program. She meets monthly with the LLBO Advisory Committee composed of nine female representatives to provide communication for women and to discuss projects concerning affirmative action. Information sessions and accelerated career development have increased awareness of the LLBO Affirmative Action Program.

Allocation of Resources

	<u>Direct</u>	<u>Indirect</u>
Salaries and Wages	\$16,400	
Employee Benefits	\$ 2,900	
Transportation & Communication	\$ 30	
Services	\$ 500	
Supplies and Equipment	--	
	<hr/>	<hr/>
Total	\$19,830	--
	<hr/>	<hr/>

Management Participation and Accountability

The Executive Director sets goals for the Affirmative Action Policy direction. Activities were carried out and results reported. The Women's Advisor provided assistance to all management involved in the Affirmative Action Plan, when necessary.

Information Systems

Staff Training and Development Statistics

A total of 26 women took part in staff training and development during the year. The Women's Advisor held a one day Professional Development Seminar for 15 LLBO women. Six 2-day Inspection Seminars were attended by two female Inspectors and nine female staff members attended courses related to career development.

Recruitment, Selection and Promotion

In 1980/81, there were 20 women promoted within the LLBO as follows:

- One Administrative Assistant
- One Executive Secretary
- Five Departmental Secretaries
- Two Assistant Licence Officers
- Three Clerks Grade 3
- One Clerk Grade 4
- One Stenographer Grade 3
- Six Typists Grade 3

Breakthroughs

During 1980/81 there was one breakthrough at the Management Level: the first female LLBO Investigator was hired (there are five male Investigators).

Identification and Accelerated Development of Women With Career Potential

Women in LLBO are concentrated in Office Services and Clerical Services categories. Identified women in these categories participated in career development and training to make them eligible for further upward mobility.

NIAGARA PARKS COMMISSION

CHAPTER 31

Agency Description

Total Number of Employees: 247
 Women's Share of N.C.P. Employment: 24.3% (60)

Occupational Characteristics

Occupational Module/Category	Number of Women in Modules	Women As A % of Category/ Module	% of Women in Ministry This Represents
Administrative Module	0	-	-
Clerical Module	1	25.0	1.7
Operational Module	0	-	-
Professional Module	0	-	-
Technical Module	0	-	-
Executive Comp. Plan	0	-	-
Admin. Services Category	0	-	-
Clerical Serv. Category	17	84.2	28.3
General Op. Serv. Cat.	8	16.0	13.3
Inst. Care/Correct. Cat.	0	-	-
Law Enforcement Category	0	-	-
Maintenance Serv. Category	0	-	-
Office Serv. Category	11	100.0	18.3
Scient. & Prof. Serv. Cat.	1	33.3	1.7
Technical Serv. Category	1	50.0	1.7
Retail Manager	7	30.4	11.7
Retail Sales Clerks	14	93.3	23.3
TOTALS	60	24.3	100.0

Summary of Occupational Changes

Women's representation increased by 2.1% in the Clerical Services Category, from 26.2% in 1979/80 to 28.3% in 1980/81.

Women still have no representation in 8 categories/modules.

Salary Distribution

Salary Ranges	Men		Women	
	#	%	#	%
Below \$9,000	0	0.0	0	0.0
\$ 9,000 - \$14,999	4	2.1	24	40.0
\$15,000 - \$26,999	171	91.4	35	58.3
\$27,000 - and over	12	6.5	1	1.7
Totals	187	100.0	60	100.0

Due to pay increases, 15 women have moved out of the \$9,000 to \$14,999 range into the \$10,000 to \$18,500 range. The \$9,000 to \$14,999 range now contains 40% of the women at N.P.C., compared to 63.9% in 1979/80. One female is now in the \$27,000 and over salary bracket, which is a first.

Outline of 1980/81 Action Plans

Assignment of Responsibility

The Women's Co-ordinator's position is part-time, combined with her regular duties as Manager of the Victoria Park Dining complex; she reported directly to the General Manager.

The Women's Advisory committee met once a month from October to April inclusive. (Meetings between May and September ceased due to the fact that this is the peak of the Commissions's busy summer season). The following were some of the topics covered at these meetings:

1. A Career Development Workshop on Resume Writing and Job Interviews was held.
2. Lists of promotable employees were compiled within each department for the Personnel Department and Women's Co-ordinator.
3. A Bell Canada seminar was held and attended by both male and female employees.
4. Various department heads or supervisors were invited to each meeting to gain an awareness of the purpose, aims and objectives of the Women's Advisory Committee.

Management Participation and Accountability

Action plan objectives were drafted by the Women's Co-ordinator and discussed with Department Heads. The Women's Co-ordinator held meetings with the Management Committee whenever it was necessary. Department Heads, as well as all staff, were updated on the Affirmative Action Program.

Information Systems

Staff Training and Development

All permanent employees are still encouraged to participate in courses offered at universities, community colleges, etc., and financial assistance is available depending on the course as it relates to employees' job duties.

Two female Retail Managers attended a 5-day course on "Women in Management" at the Ontario Government's Staff Development Centre outside of Barrie. Others in attendance were from various other departments of the Ontario Government. Some topics covered were: self-evaluation, managing stress, sexual harassment, writing reports and audio-visual job "situations".

Women's participation in staff training and development courses decreased from 57.9% of those attending courses in 1979/80 to 48.4% in 1980/81. Women's share of the total training dollar was 40.1% (\$1,235.90), while men's share was 59.9% (\$1,850).

Recruitment, Selection and Promotion

In 1980/81 a total of 25 competitions were held. Where female candidates applied, 13 competitions were monitored and 8 women were hired.

Breakthroughs

In 1980/81 the Niagara Parks Commission's first female apprentice became a permanent Cook at the newly renovated cafeteria. A female Curator was hired permanently at one of the Park's attractions. A female Retail Manager was hired permanently to manage a retail outlet at the Commission's Greenhouse.

TV ONTARIO
(THE ONTARIO EDUCATIONAL COMMUNICATIONS AUTHORITY)

CHAPTER 32

Agency Description

Total Number of Employees: 385
Women's Share of Agency Employment: 48.8% (188)

Occupational Characteristics

The breakdown of category and salary bands is unique to this Agency due to the Personnel and Payroll Systems in effect at TV Ontario. In 1980/81, the non-Bargaining Unit salary range structure was reviewed and expanded. These are indicated by the following Table and analysis.

By-law Salary Level*	Male		Female		Total	
	#	% Cat.	#	% Cat.	#	% Cat.
1	3	100.0	--	--	3	0.8
2	4	80.0	1	20.0	5	1.3
3	14	77.8	4	22.2	18	4.7
4	8	72.7	3	27.3	11	2.9
5	33	68.8	15	31.2	48	12.5
6	8	57.1	6	42.9	14	3.6
7	11	73.3	4	26.7	15	3.9
8	4	30.8	9	69.2	13	3.4
9	2	16.7	10	83.3	12	3.1
10	2	28.6	5	71.4	7	1.8
11	--	--	3	100.0	3	.8
12	2	66.7	1	33.3	3	.8
13	--	--	3	100.0	3	.8
14	--	--	21	100.0	21	5.5
15	--	--	14	100.0	14	3.6
16	--	--	--	--	--	0
17	105	54.1	89	45.9	194	50.5
TOTAL	196	51.0	188	49.0	384	100.0

*Salary Level Description

- | | |
|-----------------------------|--------------------------|
| 1 Executive Management | 10) |
| | 11) Officer/Professional |
| 2) | 12) |
| 3) Senior Management | |
| 4) | 13) |
| | 14) |
| 5) | 15) Admin./Secretary |
| 6) Middle Management | 16) |
| 7) | |
| 8) Supervisory/Professional | 17 Bargaining Unit |
| 9) | |

Salary Distribution

Women's average salary was \$19,987 in 1980/81 compared to \$18,312 in 1979/80, for an increase of \$1,675 (9.1%).

Men's average salary was \$26,644 in 1980/81 compared to \$24,530 in 1979/80, for an increase of \$2,114 (8.6%).

Women's average salary in 1980/81 was 75.0% of men's compared to 74.7% in 1979/80, for a decrease in the wage gap of 0.3%.

Outline of 1980/81 Action Plans

Executive Policy Commitment and Involvement

During 1980/81, TVOntario underwent a major re-organization in response to a stronger marketing orientation. In this restructuring, Personnel Resources, of which the HRD office is apart, changed its reporting relationship from the Administrative area to the Executive area. This shift is seen as a further strengthening of the organizational commitment to affirmative action and its interest in improving the quality of working life for all its employees.

Numerous workshops were arranged for TVOntario Staff, from financial planning to studio production. The HRD Advisory group met three times during the year and discussed a restructuring in response to the many organizational changes. A major employee communications survey was conducted and analyzed. One highlight of the survey results was that men and women are in agreement in their perceptions of communication within the organization; the implication here is that the women feel they are being provided with or have access to the same information (i.e., career development, hire/promotion activities) as the men.

Assignment of Responsibility

The Manager of Human Resources Development and Staffing, and the Women's Advisor (an HRD Officer) continued to work jointly on matters of HRD and Affirmative Action at TVOntario. The Women's Advisor continued to represent TVOntario at the Affirmative Action Council and was a member of the Professional Development Task Force during the fiscal year.

Allocation of Resources

	<u>Direct</u>	<u>Indirect</u>
Salaries and Benefits	\$44,500*	\$5,000
Transportation & Communications)		
Services)**	\$25,000	-
Supplies & Equipment)		
Total	<u>\$69,500</u>	<u>\$5,000</u>

*Two persons' salaries responsible for entire HRD Program, including the Affirmative Action Program. The Women's Advisor role continued to be a part of the HRD Officer responsibilities.

**This included monies for staff development and educational assistance for all employees. It was not exclusively for the Affirmative Action Program.

Management Participation and Accountability

TVOntario continues to work within a voluntary plan of affirmative action rather than an MBR plan, encouraging management to accept the principle and practice of raising and diversifying the roles of women.

Information Systems

Recruitment, Selection and Promotion

Eighty-six positions were recruited and filled in 1980/81: 52 (60%) positions were filled by women; 34 (40%) were filled by men. An equal number of women and men (six each) were hired in positions where they will direct the work of others.

Eighteen of the 34 positions filled by males and 27 of the 52 positions filled by females were in the bargaining unit. Eight of the 27 bargaining unit positions filled by women were secretarial or clerical.

An important trend is the continuing high proportion of successful female applicants. Overall, there appears to be a relatively equitable distribution of male and female employees across the organization with the exception of the Operations Branch, where there is a concentration of technical positions.

Breakthroughs

In the fiscal year 1980/81, TVOntario promoted a female employee to the position of Director of Revenue Development at the Executive Committee level.

Re-Evaluation of Existing Staff Policies, Practices and Structures

As outlined in the Seventh Annual Human Resources Development Report, TVOntario will "continue to improve the status of women as well as the quality of working life of all our employees."

Identification and Accelerated Development of Women With Career Potential

HRD staff continue to encourage supervisors to provide developmental opportunities. Eight secondments were offered to internal staff in 1980/81, as well as one Production Assistant Trainee position.

All nine employees taking advantage of these opportunities were women. Furthermore, a total of 240 courses were taken under the educational assistance program. Forty-five per cent (108) of the employees who took advantage of this career development opportunity were women.

THE WORKMEN'S COMPENSATION BOARD

CHAPTER 33

Agency Description

Total Number of Employees: 2,966
 Women's Share of Board Employment: 64.1% (1,902)

Occupational Scale	Number of Women		Women as % of Scale		% of All Women Employees	
	1979	1980	1979	1980	1979	1980
Clerical	1,216	1,298	92.0	92.5	70.3	68.3
Industrial	25	27	22.0	22.5	1.4	1.4
Treatment	104	111	72.7	74.5	6.0	5.8
Management and Senior Admin.	384	466	33.2	36.0	22.2	24.5
Total	1,729	1,902	63.2	64.1	100.0	100.0

Summary of Occupational Changes from 1979 to 1980

Women's share of employment at the WCB has been steadily increasing since 1976. This trend continued during 1980.

1979 - 63.2% of Board employees were women

1980 - 64.1% of Board employees were women

During 1980, there was an increase of 232 employees at the Board. Of these 232, 75% were female and 25% were male.

Women's representation in the Management and Senior Administrative Scale has been steadily increasing since 1976. This trend continued during 1980.

1979 - 33.2% of Management and Senior Administrative Scale were women

1980 - 36.0% of Management and Senior Administrative Scale were women

In 1980, more than half (138) of the increase of 232 employees went into the Management and Senior Administrative Scale. Of this 138, 40% were male and 60% were female.

As in 1979, women's representation (60%) in this increase in Management and Senior Administrative Scale employees is well above their current (36%) representation in this scale which is a positive trend.

Outline of 1980 Action Plans

Executive Policy Commitment and Involvement

The Equal Opportunity Co-ordinator reports to the Vice-Chairman of Administration and the Executive Director of Human Resources Division. The Equal Opportunity Co-ordinator attended six Management Committee meetings, met twice with the Vice Chairman, and held bi-weekly meetings with the Executive Director of Human Resources Division.

Assignment of Responsibility

Direct support staff consists of one full-time Program Assistant and one part-time typist. Indirect support is received via a 12-member committee which has no formal meeting schedule. Members of the committee volunteer to work on special assignments with the Equal Opportunity Co-ordinator and Program Assistant from time to time. The Human Resources Division, Communications Division, and Information Systems and Data Processing provide support services. The Equal Opportunity Co-ordinator actively participated on the Affirmative Action Council and the Professional Development Task Force.

Allocation of Resources

	<u>Direct</u>	<u>Indirect</u>
Salaries and Wages	\$19,500	\$23,000
Employee Benefits	2,300	3,700
Transportation and Communication	1,000	1,500
Services	6,800	-
Supplies and Equipment	<u>10,600</u>	<u>-</u>
TOTAL	<u>\$40,200</u>	<u>\$28,200</u>

Management Participation and Accountability

The Equal Opportunity Co-ordinator presented the Equal Opportunity Program to the following divisions: Vocational Rehabilitation, Claims Services, Financial Services, Administrative Resources. In response to requests, presentations on the E.O.P. were made to supervisors' meetings of the Claims Adjudication Branch and Vocational Rehabilitation Division.

The Equal Opportunity Co-ordinator was invited by the Director of C.I.C.S. Branch of Claims Services Division to establish a career development plan for area office staff. This project was developed in co-operation with Human Resources Division. The Equal Opportunity Program and the Career Development Program were presented to five area offices.

Executive Directors and Directors assisted in program planning and implementation through suggestions and recommendations to the Equal Opportunity Co-ordinator.

Information Systems

Staff Training and Development Statistics

Of the total female employees, 32.3% (615 women) participated in staff training and development courses in 1980. Women's share of the total training dollar was 38.9%.

Recruitment, Selection and Promotion

In 1980, 7,134 competitions were monitored. Women had 41.9% of total interviews and won 46.2% of the competitions.

Breakthroughs

There were 26 breakthroughs in 1980. Twenty-three women and three men moved into occupational areas or levels where their sex has traditionally been under-represented. Significant among these were one woman appointed as Co-ordinator of Vocational Rehabilitation Policy and Review and one woman appointed as Director of Resources and Development.

Re-Evaluation of Existing Policies, Practices and Structure

The Equal Opportunity Co-ordinator published and distributed a booklet entitled "Selection Process at the W.C.B.", provided 64 individual counselling sessions regarding career plans and resume writing and co-sponsored a workshop entitled "Interviewing Skills" with the Resources and Development Branch. To assist working women with child care, the Day Care Co-ordinator from the Ministry of Government Services gave 2 noon hour presentations.

Regional Program Delivery

The Equal Opportunity Co-ordinator visited 5 area offices in 1980. Presentations on Equal Opportunity were given to supervisory staff. Further to the presentations, the Equal Opportunity Co-ordinator held 36 counselling sessions with area office staff.

APPENDIX

AFFIRMATIVE ACTION PROGRAM DIRECTIVE



GENERAL POLICY

Policy
Statement:

Equal opportunity for women Crown employees is the policy of the Ontario Government. In order to accelerate the rate of improvement in women's occupational status, the Ontario Government has also approved a policy of Affirmative Action for Women Crown Employees. Ministries are therefore directed to continue their Affirmative Action programs.

Authority
References:

Management Board Minutes of February 12 and March 4, 1980.

Cabinet Minutes of February 20 and March 12, 1980.

Definitions:

"Equal
Opportunity"

Equal Opportunity is the policy of the Ontario Government. It involves equality of access to all positions, and to training, promotional, and developmental opportunities regardless of race, creed, colour, age, sex, marital status, nationality, ancestry, or place of origin.

"Affirmative
Action"

Affirmative Action is a results-oriented approach to increase the utilization of women in the work force. It involves:

- policy review and modification to eliminate systemic barriers to women's advancement; and
- planned, measurable results for achieving improvements in women's participation in staff development and in their occupational distribution.

"Systemic
Barriers"

Systemic Barriers refer to policies and practices which in themselves, or through inappropriate application, disadvantage certain groups in the work force.

"Numerical
Planning
Targets"

Numerical Planning Targets refer to minimum targets for improving women's representation in under-represented categories, modules and levels which are planned by the ministry and approved by Management Board.



► GENERAL POLICY (continued)

Definitions: (continued)

"Accelerated
Career
Development"

Accelerated Career Development refers to direct career development activities aimed at increasing the pool of qualified women within the Ontario Public Service by such means as:

- . on-the-job training, job rotations and secondments; or
- . full sponsorship of special staff development programs.

"Under-
represented
Category, Module
or Level"

Refers to any category, module, or level where women make up less than 30% of the population.

Applicability:

This policy applies to all ministries and to agencies, boards and commissions subject to Management Board policies, unless otherwise directed by Management Board.

Corporate
Goal:

The corporate and long-term goal of the Affirmative Action Program is to achieve equal opportunity for women Crown employees.

The achievement level of this goal is that representation by women, in all modules and categories, reach a minimum of 30% by the year 2000.

Corporate
Objective:

The long-term objective of the Affirmative Action Program is to raise the level and diversify the occupational distribution of women Crown employees as tangible evidence of their obtaining equal opportunity.

The planned achievement level of this objective will be determined by Management Board and communicated to all deputy ministers.

Ministry
Objective:

The long-term ministry objective for the Affirmative Action Program is to raise the level and diversify the occupational distribution of women according to numerical planning targets developed by the ministry and approved by Management Board.



GENERAL POLICY (continued)

Affirmative
Action
Incentive
Fund:

A centrally monitored Affirmative Action Incentive Fund has been established by Management Board and is available to ministries:

- to encourage achievement of the program objective; and
- to assist managers in providing accelerated career development for women.

Criteria for accessing the fund and administrative procedures are available from the Women Crown Employees Office, Ministry of Labour.

Resource
Location:

Resources allocated by ministries to the Affirmative Action Program should:

- a) be clearly identified; and
- b) relate to:
 - the size of the ministry;
 - the proportion of women in the ministry;
 - regional organization;
 - ministry characteristics; and
 - results achieved.

MINISTRY IMPLEMENTATION REQUIREMENTS

Basic
Essentials:

The following basic essentials are required of all ministries:

- an Affirmative Action Program Manager, appointed by the ministry;
- a comprehensive data base;
- systems to ensure management accountability, which shall include tying affirmative action results to the ministry's performance appraisal system;
- review and monitoring of both personnel and management policies and procedures;
- regional delivery.

Ministry
Priorities:

In order to increase the pool of women qualified to compete for positions in the Ontario public service, all ministries must undertake accelerated career development in the form of:

- on-the-job training, job rotation and secondments; or
- full sponsorship of special staff development programs.

Choice of
Priorities:

Ministries must choose a minimum of 2 priorities from the following:

- a) Priorities to raise the level of the occupational distribution of women, i.e. initiatives to get more women into:
 1. executive positions (Program Executive Plan and Senior Compensation Plan);
 2. middle management (any under-represented modules);
 3. entry level management positions.
- b) Priorities to diversify the occupational distribution of women, i.e. initiatives to get more women into:
 1. skilled and semi-skilled trades and services;
 2. technical specialist positions;
 3. professional specialties.

Criteria for
Choosing
Priorities:

Ministries must ensure that the priorities they choose:

- relate to ministry problems (see "Criteria for Identifying Problems" in this Section);
- are realistic in quality and quantity;
- progress from the current stage of the ministry's Affirmative Action development and the results achieved to date;



► MINISTRY IMPLEMENTATION REQUIREMENTS (continued)

Criteria for

Choosing

Priorities:

(continued)

- take advantage of special conditions and opportunities for raising and/or diversifying the occupational status of women. (For example, expected high turnover in any level of any under-represented category or module which would provide great potential for increasing the number of women.)

Criteria for

Identifying

Problems:

A problem exists where:

- little or no increase in women's representation over the last three years in any under-represented category/module/classification level has taken place;
- no women or very few women are in a level of a category/module/classification level;
- no or very few immediate potential female candidates exist for any level in an under-represented category or module;
- women have not been hired in proportion to their availability over the last three years in a level of a category or module. (Availability here refers to internal availability, which is women at the level directly below the vacancy, and external availability, which includes the numbers of women available from the private sector and in proportion to their graduate ratios. Data on availabilities are provided by the Women Crown Employees Office.)

Reporting

Systems and

Procedures:

Management by Results Reports (MBRs):

- should be submitted to the Women Crown Employees Office on December 1st of each year for analysis; and
- will be formally reviewed and approved by Management Board at the ministry's estimates review and approval process.

A brief semi-annual status report:

- should be submitted to the Women Crown Employees Office on September 30th of each year;
- will form the Affirmative Action Section of the General Management Report to Cabinet; and
- will be reviewed by the Civil Service Commission and Management Board prior to Cabinet.

Year-end reports on results achieved should be submitted to the Women Crown Employees Office on April 30th of each year for compilation of the Annual Report on the Status of Women Crown Employees.



MINISTRY IMPLEMENTATION REQUIREMENTS (continued)

Corporate
Monitoring and
Evaluation:

- The corporate monitoring and evaluation process includes:
- the Annual Report on the Status of Women Crown Employees which is tabled in the Legislature;
 - the Affirmative Action Program Section of the Management Board's General Management Report; and
 - year-end and periodic status reports prepared by the Women Crown Employees Office for Management Board.

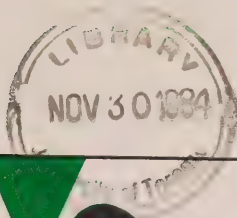
Ministry
Evaluation and
Modification:

Ministries are required to maintain their own systems of internal evaluation and modification. For assistance, see the WCEO Technical Assistance Paper "Ministry Internal Evaluation".

Report 1981/82
*The Status of
Women Crown Employees*

Publication

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1982

1981

EIGHTH ANNUAL REPORT

ON THE STATUS OF

WOMEN CROWN EMPLOYEES

1981/82

PREPARED BY:

THE WOMEN CROWN EMPLOYEES OFFICE
MINISTRY OF LABOUR

MRS. BARBARA SPEAKMAN
DIRECTOR

PRESENTED IN THE
LEGISLATURE BY:

THE HONOURABLE
RUSSELL H. RAMSAY
MINISTER OF LABOUR
PROVINCE OF ONTARIO

LETTER OF TRANSMITTAL

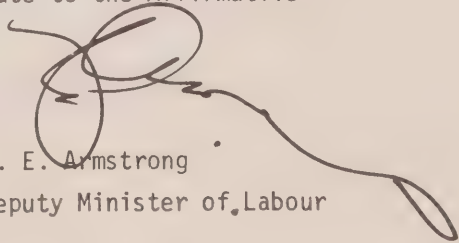
The Honourable Russell H. Ramsay
Minister of Labour
Province of Ontario
Parliament Building
Toronto, Ontario

I am pleased to present to you, for tabling in the Legislature, the Eighth Annual Report on the Status of Women Crown Employees for the fiscal year 1981/82.

The report documents the activities and results in the eighth year of the Ontario Government's Affirmative Action Program for women Crown employees. It also provides an overview of the direction the program has taken over the years, highlights the phases through which it has progressed, and discusses some of the indications for the future of the Program.

The Women Crown Employees Office prepares the report annually to fulfil the monitoring and auditing function recommended in the June 1973 provincial Green Paper, Equal Opportunity for Women in Ontario: A Plan for Action, the subsequent instructions about the Program received from Premier William G. Davis, and the provisions of the current Directive on Affirmative Action, effective April 1, 1980.

This program monitoring and evaluation material is the result of considerable work on the part of the Women Crown Employees Office, the Affirmative Action Program Managers in the ministries and Crown agencies, and many others in the Ontario Public Service who contribute to the Affirmative Action Program.


T. E. Armstrong
Deputy Minister of Labour

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APPENDIX: AFFIRMATIVE ACTION PROGRAM DIRECTIVE:
Excerpt from Manual of Administration

CHAPTER 1

INTRODUCTION

The fiscal year 1981/82 was the second year of activity under the April, 1980 Directive on Affirmative Action for women Crown employees. We now have two years of results using the numerical planning target methodology (and at time of writing we are well into the third year). This provides a more factual results data base upon which to examine the chosen direction and goals of the program, and modify them if necessary.

During the 1981/82 fiscal year, and continuing currently, there have been a number of important changes in the environment within which the Affirmative Action Program operates. Economic constraints have produced a negative staffing climate, involving external hiring freezes, reductions in staffing ratios and budget cuts. There has therefore been a limitation placed on the availability of qualified female applicants from external sources, a reduction in the number of vacancies for which women can compete, and limitations on staff development and salary budgets which finance the career development aspects of the program.

Nevertheless, progress in advancing women's occupational status in the Ontario Public Service has been continued, and the statistical and graphic data which follows will highlight a number of areas where women's progress has been greater than men's.

Another highlight of the 1981/82 year was an audit of the Women Crown Employees Office and some aspects of the Program, by the Provincial Auditor. The Report of The Provincial Auditor was followed in January, 1982, by a review of certain of the recommendations by the Standing Committee on Public Accounts. The result of this examination was an agreement that the specific goal of 30% representation by women in all modules and categories may not be realistic in some areas, and that the goal and methodology be re-examined.

As a result of these various observations and examination of results to date, the Women Crown Employees Office will be developing some modifications to the Program in time for the 1984/85 fiscal year. It is anticipated that these modifications will strengthen the initiatives already underway, will consolidate ministry and corporate results, and will take into consideration the impact of current and potential economic conditions, while accelerating the positive progress already achieved. Minor modifications to planning methodology and reporting mechanisms have already been made from year to year.

This year's Report has some additional graphics, illustrating women's advancement as opposed to men's. It also includes some expanded competition data, and comparative year to year information on hire/promotion activity and accelerated career development initiatives.

It is hoped that this expanded information base will not only assist us in planning future program components and thrusts, but will help to illustrate the widely disparate factors which contribute to the achievement of the Program's objectives.

CHAPTER 2

CORPORATE ACTIVITIES:

THE WOMEN CROWN EMPLOYEES OFFICE

The Women Crown Employees Office (W.C.E.O.) was established in April, 1974, to implement those recommendations of the 1973 Green Paper "Equal Opportunity for Women in Ontario: A Plan for Action" which related to improving the status of women employed in the Provincial Government.

During 1981/82 the W.C.E.O. had a staffing complement of seven: a director, three program development officers, a program assistant and two support staff. The Director's position changed incumbents, with Mrs. Barbara Speakman appointed effective November, 1981.

The major responsibilities of the Women Crown Employees Office are:

- I. Program Development and Co-ordination
- II. Research, Monitoring and Evaluation
- III. Information and Education

related to the Affirmative Action Program. While the W.C.E.O. has been designated to carry out these functions, the Office works closely with the Civil Service Commission and its staff, and the Management Board Secretariat and its staff. These central agencies have primary responsibility for policies and programs which affect all employees.

This chapter will report on the activities of the W.C.E.O. and those other areas of Government which contributed toward the Affirmative Action Program.

I. PROGRAM DEVELOPMENT AND CO-ORDINATION

The W.C.E.O. continued the development of more sophisticated techniques to implement and monitor the provisions of the latest Directive, which was effective April 1, 1980. (This Directive is reproduced as the Appendix of this Report.) To facilitate the program planning work for each individual ministry Affirmative Action Program, the W.C.E.O. modified and streamlined the instructions and forms for the Management by Results (M.B.R.) targetting process. It also co-ordinated the development of a computerized program to produce specific statistical data to support the targetting process. As more experience is documented under the current Directive, the statistical data will become more and more specific and refined.

The data will be the basis for reviewing the appropriateness of the Program's numerical goal of 30% in all categories and modules by the year 2000. It should perhaps be noted again that targets are not quotas. The targets are established using projection of the number of vacancies expected in under-represented classes (fewer than 30% female representation) and the estimated percentage that women comprise of all persons qualified to fill the estimated vacancies (female availability rate). Targets are a projected numerical definition of the minimum possible opportunities for hiring/promoting women into under-represented classes.

The Ministries continued to implement the major elements of the latest Directive:

- annual numerical planning targets were set by ministries, reviewed by the W.C.E.O. and approved by the Management Board of Cabinet.
- accelerated career development initiatives were undertaken to assist women in becoming more competitive for vacancies in under-represented classes.
- inclusion of affirmative action results in the performance appraisal of managers in ministries as they develop formal performance appraisal systems.
- choice of program priorities to maximize the ministry results.
- maintenance of program basics.

The W.C.E.O. also made a presentation to Management Board of Cabinet to increase the Affirmative Action Incentive Fund, established with the latest Directive to \$300,000. for this fiscal year. The Fund is administered by the W.C.E.O. and is accessed by ministries to provide salary dollars to fill-in for women who are being provided with accelerated career development activities during this year. The ministries fund the majority of these activities from within their existing salary and wages budget; however, the Incentive Fund provides additional monies, as required, as an incentive to provide more career development opportunities. The fund operates on a "contingency" basis.

Management Board of Cabinet reviewed ministries' progress in achieving their numerical targets twice during the fiscal year: at September 30, 1981 and March 31, 1982.

Corporate Issues Report

The W.C.E.O. and the A.A.C. completed the research and prepared a Corporate Issues Report covering areas of government personnel policy, standards, guidelines and practices which inadvertently present a barrier to women's advancement to equal employment status. A joint presentation was made to the Civil Service Commission making recommendations for changes to existing policy and new initiatives with respect to personnel practices.

Recommendations were made and the report accepted by the Civil Service Commission in January, 1982. The W.C.E.O. has begun a program of follow-up on each of the 17 issues identified, including maternity leave, sexual harassment, apprenticeship, women into senior management, staffing standards, job evaluation methods, word processing, sexist stereotyping, day care, and permanent part-time employment. It is planned that the activity on Corporate Issues during 1982/83 will consist of pursuit of each issue to successful completion where possible, and provision of input to the Civil Service Commission on an ad hoc basis.

Some issues, such as paid maternity leave and working conditions for operators of Video Display Terminals, were also the subject of Collective Bargaining, and the outcome may depend on the conclusion of the Collective Agreement on Working Conditions and Employee Benefits between Management Board of Cabinet and the Ontario Public Service Employees Union.

Administration Support Group

The W.C.E.O. and the Affirmative Action Council continued to provide input to this classification standards project of the Civil Service Commission. The project, formerly called the Clerical Services/Office Services Classification Standards Review, affects approximately 17,000 employees, of whom the vast majority are women.

Experience '81

The W.C.E.O. participated in the Ontario Youth Secretariat's program, Experience '81, by offering a summer employment program which placed 10 students in various ministry Affirmative Action offices. These placements provided the students with direct experience in the Affirmative Action field through their projects relating to Affirmative Action research, education, publicity and program development.

The students were given additional special training. At the start of the program there was a two-day orientation touching on a broad range of issues relating to women in the work force, the Affirmative Action Program in the Ontario Public Service and the structure of the Government of Ontario. Mid-summer, the students attended a two-day workshop on career planning and motivation.

II. RESEARCH, MONITORING AND EVALUATION

Data Packages

The W.C.E.O. provides a statistical information package to each Affirmative Action Program Manager twice yearly. The package includes data on hiring and promotion activity and occupational and salary distribution of men and women in the ministries.

Technical Assistance Packages

The M.B.R. and Targetting Technical Assistance Packages were revised and reissued to assist Affirmative Action Program Managers in establishing numerical hire/promotion planning targets and other related affirmative action activities.

As well, the W.C.E.O. produced an internal handbook for Affirmative Action Program Managers as a reference manual on all issues, policy, procedures and general advice on the Affirmative Action Program in the Ontario Public Service.

Preparation of the Seventh Annual Report

Modifications were made to the format and content of this Report, as it was the first one following the implementation of the third Directive, April 1980. Several new items were added, such as planning targets, accelerated career development initiatives and more comprehensive competition monitoring data. The Annual Report is prepared by the W.C.E.O. and is the result of a collective monitoring and evaluation effort on the part of all Affirmative Action Program Managers in the ministries and Crown agencies.

Analysis and Evaluation of Ministry Affirmative Action Plans

Each year the ministries submit plans to the W.C.E.O. covering the following year's Affirmative Action Program. For the second year, all ministries were required to submit detailed M.B.R. plans incorporating the numerical planning targets concept. These plans were reviewed by the W.C.E.O. and recommended to Management Board for approval. The ministries then submitted the plans to Management Board, integrated with other budget and program plans for their ministries.

General Management Report

An additional reporting and corporate evaluation feature which was introduced as part of the new Directive involves a semi-annual report to the W.C.E.O. by ministries on progress towards the planned M.B.R. targets. This includes hire/promotion results and achievements in the area of accelerated career development initiatives.

The W.C.E.O. consolidated the information and provided a semi-annual report to Cabinet as part of the General Management Report to Cabinet.

III. INFORMATION AND EDUCATION

Seminars and Speaking Engagements

The speaking engagements undertaken by the Women Crown Employees Office were mainly for internal government meetings, courses or seminars. The staff provided information about the Affirmative Action Program work carried out at the corporate level, as well as providing input to corporate training courses such as the Selection Process Program for Personnel Administrators and the Program Executive Seminar for senior managers in the O.P.S.

Representatives from the Women Crown Employees Office and the Affirmative Action Council President also participated as speakers at the government-wide Information Exchange Day on the Automated Office. This provided an opportunity to present appropriate planners and managers with the Affirmative Action perspective to and recommendations for the emerging conversion to word processing equipment in government offices.

Regional Information Days

The Women Crown Employees Office participated on the Affirmative Action Council Task Force which determined the location and content of special Affirmative Action Information Days delivered to staff in the regions. Further information is under "Regional Delivery Task Force", in Chapter 3.

CHAPTER 3

CORPORATE ACTIVITIES:

THE AFFIRMATIVE ACTION COUNCIL

The Ontario Government's Affirmative Action Council is an official body within the government, composed of the Affirmative Action Program Managers of each Ministry and Crown agency of the Province of Ontario.

The Council works closely with the Women Crown Employees Office and the central agencies, serving as a forum for discussion and planning. The Council provides a formal mechanism for two-way communication between the Program Managers and the Director of the Women Crown Employees Office and, through this position, to the central agencies and councils of the Government of Ontario.

Through monthly meetings and a number of task forces, the Program Managers and their assistants are able to identify problem areas within their mandates, to recommend modifications to existing corporate policies and practices, and to act as a sounding board for proposed solutions that might affect the status of women Crown employees.

The program managers elect an Executive Committee annually. During 1981/82 the executive was:

Ann Taylor	President	Ministry of Government Services
Anne Marie Clark	Vice-president	Ministry of the Environment
Helen Bottaro		Ministry of the Attorney General
Linda Pergantes		Ministry of Industry and Tourism
Bette Pié		Ministry of Health

Task Forces

The Affirmative Action Council Work Plan identified the major issues to be addressed in 1981/82. From this work plan, the task forces were identified and created. The following descriptions are an overview of the activities of the task forces during 1981/82. The Women Crown Employees Office was represented on each of the task forces and most *ad hoc* committees.

PROFESSIONAL DEVELOPMENT FOR AFFIRMATIVE ACTION PROGRAM MANAGERS TASK FORCE

Purpose:

To respond to the Council's need for direct management skills, practical-based workshops and other information-sharing mechanisms.

Action:

A survey of Affirmative Action Program Managers was conducted to determine the type of professional development opportunity desired from the task force.

The 'Looking Ahead 1982' conference provided Affirmative Action staff and guests with an opportunity to discuss with five outstanding Canadian women, the results of their research and publishing on various topics related to women in society.

Representation:

Civil Service Commission (Chair)
Government Services
Health
Workmen's Compensation Board
Women Crown Employees Office

REGIONAL DELIVERY TASK FORCE

Purpose:

To provide information on the Affirmative Action Program and career development to women Crown employees throughout Ontario.

Action:

One-day sessions, entitled 'Careers: Upward and Lateral Mobility', were held in Kingston, Timmins, Kenora, Sault Ste. Marie, Windsor, North Bay, Ottawa and Hamilton. Three hundred and eighty-one women participated from the various ministries in these regions. The workshops dealt with skills, resumés, applications and covering letters, interviews, and career decision-making.

Noon-hour information sessions on the Affirmative Action Council and on combining a career with motherhood were provided via satellite for the Thunder Bay Interministerial Affirmative Action Committee.

Skills workshops were conducted with the assistance of regional Interministerial Affirmative Action committees: 'Effective Communications' was presented in Thunder Bay and Sault Ste. Marie, and 'Assertiveness', in Sudbury.

Representation:

Attorney General (Chair)
Government Services
Health
Municipal Affairs and Housing
Northern Affairs
Revenue
Solicitor General
Women Crown Employees Office

PUBLIC RELATIONS TASK FORCE

Purpose:

To increase awareness of corporate Affirmative Action Program activities within the Ontario Public Service.

Action:

Members of the Executive of the Affirmative Action Council participated in affirmative action meetings in various ministries. Three noon-hour sessions on the Office of the Future were held in Queen's Park: a panel discussion entitled 'A Secretarial Career or Beyond', a presentation on two ministries' implementations of 'offices of the future' and health/safety concerns in working with video display terminals.

Representation:

Consumer and Commercial Relations
Correctional Services
Environment
Municipal Affairs and Housing (Chair)
Treasury and Economics
Women Crown Employees Office

RESEARCH INTO JOB OPPORTUNITIES TASK FORCE

Purpose:

To provide information on economic and employment trends and issues that may have an impact on job opportunities for women in the Ontario Public Service.

Action:

A report examining such issues as microtechnology, permanent part-time, ministry relocations and new legislation was compiled to assist Affirmative Action Program Managers in identifying areas that may have an effect on job opportunities for women in their ministries. The report also included a bibliography listing books, studies and reports useful to those wishing further information.

Representation:

Agriculture and Food
Attorney General
Consumer and Commercial Relations
Correctional Services (Chair)
Industry and Tourism
Labour
Revenue
Women Crown Employees Office

ADMINISTRATION SUPPORT GROUP STANDARDS REVIEW

(Previously): CLERICAL AND OFFICE SERVICE SERVICES CATEGORIES,
CLASSIFICATION STANDARDS REVIEW

AD HOC COMMITTEE

Purpose:

To review the draft Classification Standards packages (of factor descriptions and procedures for testing) to be used for jobs in the Clerical and Office Services categories, and to make any necessary recommendations for changes.

Action:

For the two packages of standards issued by the Classification Branch of the Civil Service Commission, the Committee prepared and submitted joint responses and recommendations from the Director of the Women Crown Employees Office and the President of the Affirmative Action Council.

Representation:

Agriculture and Food
Attorney General
Correctional Services
Culture and Recreation
Education/Colleges and Universities
Energy
Environment
Government Services
Health
Industry and Tourism
Labour
Municipal Affairs and Housing
Natural Resources
Solicitor General
Transportation and Communications
Treasury and Economics
Women Crown Employees Office (Chair)

OUTREACH AD HOC COMMITTEE

Purpose:

To study initiatives to publicize non-traditional careers in the Ontario Public Service to young women in high schools and women already in the public service. This publicity would cover families of jobs common to various ministries.

Action:

A study was made of the Civil Service Commission's "Occupational Scan" for background on potential career opportunities.

The career information available from ministries was reviewed.

Research was done on the outreach initiated by the Women's Bureau, the Women Crown Employees Office and the Department of Employment and Immigration.

A survey was made of the various approaches to "Career Week 1981", used in Ontario schools.

A report was written to co-ordinate the findings and to outline recommendations for future outreach activities.

Representation:

Agriculture and Food (Chair)
Community and Social Services
Consumer and Commercial Relations
Environment
Intergovernmental Affairs

CHAPTER 4

ANALYSIS OF SERVICE-WIDE STATISTICS

This chapter describes the relative changes in the representation of men and women employed in classified positions in the Ontario Public Service. The statistical tables used are stock profile comparisons, or snapshot views of salary and occupational distributions of men and women at the end of the fiscal year. These tables do have a number of limitations for program evaluation purposes; for example, they do not distinguish changes arising as a result of the operation of the Affirmative Action Program from changes arising as a result of other trends. Nevertheless, these tables are useful in comparing fluctuations over a five year period.

As part of its responsibility to research and refine evaluation techniques in order to provide more sensitive indicators about the Program, the Women Crown Employees Office has expanded the analysis of corporate information reported in this chapter. Several major differences will be noted:

- 1) Previously printed tables may have changed format and/or added new information;
- 2) New tables have been included;
- 3) Graphics have been designed to accompany selected tables, to illustrate portions of them or provide further analytical data.

As planned at the time of the 1980/81 Report, the competition data collected for under-represented classes has been expanded to include all stages of the competition process. There are two tables: Table 6A compares the limited data available in 1980/81 to the 1981/82 equivalent, and Table 6B outlines the more extensive details of the 1981/82 competitions. These tables include information on competitions for executive positions.

The Table 5 series on occupational groups has been redesigned to facilitate use of the data and has been reintroduced to the Report after a one year hiatus.

Because Ministries were unable to meet all of their hire/promotion planning targets this year, a chart (graphic) has been added to show an analysis of the reasons.

This year, a new table (Table 11) has been introduced with service-wide summary comparisons of men's and women's participation in staff training and development.

Several nomenclatures in the tables are used for Government executives due to slight variations in the data bases used, e.g. Senior Payroll vs. Executive Compensation Plan.

SIGNIFICANT STATISTICAL NOTES:

1. Wage Gap decrease: The 1981/82 salary figures show a 1.6% decrease in the wage gap. See Table 3: Average Salary by Ministry and Sex.
2. Executive Compensation Plan progress: While the total number of executives in the OPS decreased (7 fewer), women executives have again increased in number (from 41 to 44) and representation (from 6.3% to 6.9%). See Table 8 series: Executive Compensation Plan.
3. Occupational Distribution improvements: In nine out of ten under-represented modules and categories, women increased both their representation and numbers. Women increased their numbers at a higher rate than men and in more modules and categories; they decreased their numbers in fewer modules and categories and at a lesser rate than men. Although the OPS experienced an overall decrease in its number of employees, women accounted for only 6.6% of this decrease (42 women, 632 total). See Table 4: Occupational Distribution by Sex.
4. Favourable Competition Results in under-represented classes: Women hired as a percent of total hired increased from 15.9% in 1980/81 to 16.3% in 1981/82. The total number of hires/promotions decreased by 406 between 1980/81 and 1981/82, but women accounted for only 12.6% (51) of this decrease. Total applicants also decreased by 7270 with women accounting for 33% of these (2400). See Table 6 series: Hire/Promotion Progress, and Men's and Women's Experience in Competitions.
5. Numerical Hire/Promotion Planning Targets reduced: The final number of targets met by ministries represented 96.4% of those planned after mid-year analysis and revisions. This takes into consideration the changes occurring in the environment, such as hiring freezes, lower turnover, economic restraints, and so on. See Table 9 series: Numerical Planning Targets and graphic charts; and Table 10 series: Targets Met and Reasons Targets Not Met.
6. Accelerated Career Development (ACD) Initiatives exceeded: 138.1% of ACD initiatives planned were met, which will increase the pool of qualified candidates for future hiring opportunities. See Table 7 series: Accelerated Career Development Initiatives and graphic chart of A.C.D. Initiatives Met by Type.

STATISTICAL TABLES: DESCRIPTIONS and HIGHLIGHTS

Table 1 -- Distribution of Classified Employees by Sex and Ministry

Table 1 shows the distribution of classified employees, indicating Ministry total and female population; the percentage each is of the service-wide totals, and ranks them in descending order according to the percentage of Ministry employees that are female.

As of March 31, 1982, 28,563 women were employed in the Ontario Public Service as opposed to 28,605 for 1980/81, for a decrease of 42 women. However, because of the reduced size of the Ontario Public Service, women's share of the total employment in 1981/82 was 41.5% compared with 41.2% in 1980/81, for an increase in representation of 0.3%.

The ministries of the Ontario Government vary in size and in the proportion of women they employ. Table 1 shows that women have over 30% representation in 18 ministries and are under-represented (less than 30%) in 6 ministries. The figures show that women's share of the total employment has moderately but steadily increased in percentage since 1978.

Table 2 -- Service-Wide Salary Distribution by Sex

This table shows the numbers and percentages of women and men in various salary ranges service-wide, with a more extensive breakdown for those earning over \$32,000. only for the last two years. A column has been added for both men and women, indicating the overall percent increase (or decrease, which is in brackets) in the actual number of men/women in groups of salary ranges (based on Sub-Totals, which are also shown for the first time).

In general, women are improving their position in salary distribution at a better rate than men at almost all salary levels. The trend is particularly noticeable at the senior levels (\$32,000 and up). During 1981/82, the number of women earning over \$32,000 increased by 360, representing a 70.9% increase since March 1981. In the same period, the number of men increased 56.5%. Improvement in women's salary position at the top end of the range is particularly dramatic. See Graphic, page 25.

In 1981/82, 3,197 (11.2%) of the women were within the \$23,000. to \$31,999. salary ranges, whereas in 1980/81 there were only 2,074 (7.3%) of the women. This indicates a 54.1% increase in the number of women and a 3.9% rise in their representation over the 1980/81 fiscal year.

In 1981/82, the \$15,000. to \$22,999. salary range grouping contained 60.0% (17,128) of the women compared with 35.8% (10,240) in 1980/81, for an increase of 24.2%.

The largest individual salary range increase in the proportion of women out of all women in the Service (18.7%) occurred in the \$15,000. to \$16,999. level. The number of women increased 105%: from 5,067 (17.7% of the women) to 10,385 (36.4% of the women).

In the lowest salary ranges (below \$13,000.), the proportion of women compared to the total number of women in the Ontario Public Service dropped by 20.9% from 24.9% (7,115) in 1980/81 to 4.0% (1,143) in 1981/82.

As an indication of the trend over the past fiscal year, the three most populous groups of women in 1981/82 are now those earning from \$13,000. to \$18,999., whereas in 1980/81 the three most populous groups earned from \$11,000. to \$16,999. The three most populous groups of men (in either 1981/82 or 1980/81) are not consecutive ranges, as are women's and, as a result, cannot be compared in the same way. An item of note, however, is that the most populous grouping of men is in the same range both years.

Table 3 -- Average Salary by Ministry and Sex

Average salaries, by sex, for each Ministry are shown in this table. The ministries are ranked in ascending order according to the ratio of the women's to the men's average salary.

The wage gap has decreased by 1.6% over the past year as women's average salary increased to 73.6% from 72.0% of men's average salary. Women earned an average of \$1,885 (or 11.7%) more than in 1980/81; men earned an average of \$2,066 (or 9.2%) more than in 1980/81.

- NOTE: (1) the average annual salary for classified employees in Senior Payroll has been reported as a separate "ministry" only since 1980/81.
- (2) For historical comparison purposes, the following conventions were continued:
- in those ministries where there is a commission or corporation (Education/Colleges and Universities and Industry and Tourism), the salary indicated is for the ministry only, and does not include the annual average salary for that commission or corporation. The figures shown on this table therefore differ from the figures in the ministry chapters in this report.
 - Management Board and Civil Service Commission are reported as one "ministry".

Table 4 -- Occupational Distribution by Sex

Table 4 shows the distribution of male and female employees by sex and by occupational module or category.

Although women are under-represented (under 30%) in the same (10) modules/categories as in 1980/81, their *representation* increased in nine of these. The most significant of these increases were in: the Executive Compensation Plan (1.0%), the Administrative Module (3.0%), the Administrative Services Category (1.5%) and the General Operational Services Category (1.1%).

Women increased their *numbers* at a higher rate than men and in more modules and categories. The total number of women in the Executive Compensation Plan increased 13.2% (5) while men in this group decreased their numbers by 2.1% (12). In the Administrative Module women increased their numbers by 17.3% (198) whereas the number of men increased by 0.6% (22). Women achieved a 6.3% increase in their numbers (84) in the Administrative Services Category while the number of men decreased by 1.8% (75).

Women also decreased their numbers in fewer modules and categories and by a lesser rate than men. The total number of women in the Ontario Public Service has dropped 0.1% (42) while the total number of men in the Ontario Public Service has decreased 1.4% (590). In the General Operational services Category, the total number of women decreased 1.0% (18) whereas men dropped 5.5% (145).

While there has been improvement in the Technical Areas, it has been very limited. The corporate goal (to achieve a minimum of 30% in all categories and modules by the year 2000) is now being reviewed in the light of the more complete data available over the last two years.

Table 5A--Occupational Groups In Which Women Are Well-Represented

5B--Occupational Groups In Which Women's Representation Requires Improvement

5C--Summary of Service-Wide Modules/Categories Content and Ministry Representation by Module/Category

Table 5 is a two part listing, and summary of all occupational groups in the Ontario Public Service. They are listed in order, by Module and Category, with the numbers of males and females in the groups as of March 31, 1982, and women's percentage representation in them, both at that time and for the four previous years. It should be noted that the status of any group on a service-wide basis may not be the same as in the various ministries; a group which is under-represented service-wide may be integrated in an individual ministry or vice versa.

Table 5A contains Integrated Groups, in which women comprise between 30% and 70% of the group (presented in this regular print style), and Over-represented Groups, in which women comprise more than 70% of the group, including Female Segregated Groups, which are 100% female. (The Over-represented Groups are presented in a script-style print on Table 5A.)

Table 5B contains groups which are the prime focus of the Affirmative Action Program: Under-represented Groups, which contain below 30% female representation (presented in this report's regular print style), and Male Segregated Groups, which are 100% male (presented in a script-style of print on Table 5B). Improving the female representation of these two types of groups is necessary to meet the goal of 30% representation for all modules and categories.

The number of groups in which women are under-represented decreased by one, from 62 to 61, in 1981/82. There have been no changes in the number of groups listed as integrated, over-represented and female segregated. There were 12 male segregated groups in 1981/82 compared to 10 in 1980/81; one is a new occupational group.

The number of male and female employees is decreasing in almost all cases except in the integrated groups. However, as a general trend, women's percentage representation is increasing.

The new table, Table 5C, presents the service-wide consolidation of ministry occupational composition within each Module and Category for 1981/82 as well as 1980/81. The first two columns of figures indicate the number of groups in the module/category across the OPS, then the number of classes contained in those groups. The next six columns show, for each year, how many ministries have employees in each of the modules or categories, and whether it is Well-represented by women (i.e. more than 30% female representation) or Requiring Improvement in women's representation (i.e. below 30% female). 'Well-Represented' and 'Require Improvement' are the corresponding titles used on Table 5A and 5B.

In instances where the number of ministries reporting staff in a module or category decreased between 1980/81 and 1981/82, it usually involved a small ministry with very small numbers in that module/category in 1980/81. In these cases, just one or two employees moving on to another position (outside their 1980/81 module or category) and not replaced by March 31/82, would leave that ministry with no employees in the module/category at year-end.

There has been a general improvement in the distribution of women in several ministries. For example, in the Administrative Module, in 1981/82 three ministries removed the 'under-represented' label, as did two ministries in the General Operational Services Category; in each of the Administrative Module and General Operational Services Category, there was an increase in the number of ministries that can be considered integrated (30% - 70% female representation).

Table 6A -- Service-Wide Hire/Promotion Progress Report in Under-Represented Classes: Comparison of 1981/82 and 1980/81 Competitions

6B -- Some Comparisons of Men's and Women's Experience in Competitions in Under-Represented Classes in 1981/82

Table 6A lists, by Module and by Category, the number of men and women hired into classes with less than 30% women, and the percentage of these total hires that were women. It also indicates the numbers of males and females who applied for these positions, and the percentage of applicants who were women.

The numbers and the calculations in this table are summarized from the information recorded in the table in each Ministry chapter of this report. An exception is the data for the Executive Compensation Plan, which was provided by the Office of Senior Appointments and Compensation of the Civil Service Commission, and which includes placements in some Agencies, Boards and Commissions of the Provincial Government.

In 1981/82, women in the O.P.S. accounted for 16.3% of all hires in these classes and 15.0% of all applicants, whereas in 1980/81, women represented 15.9% of the total number of hires and 17.4% of all applicants. Although the percentage proportion of women applicants for positions has decreased 2.4% since March 1981, women's share of hires has increased 0.4%.

The information included on Table 6B is further detail relating to 1981/82 competitions in under-represented classes by Module and Category, as summarized from the tables in the Ministry chapters.

The detail recorded in the first five columns of this table is derived from the data on Table 6A, excluding Waivers of Competition and Surplus Inventory placements (as per Article 24 of the Collective Agreement). The additional data, relating to males and females hired through the regular competition process, has been compiled in this format for the first time. It indicates the number of male and female applicants assessed as qualified, plus the numbers of those qualified who were interviewed, with a column in each case showing the percentage that females were of the total. The next two columns show the percentages of male and female applicants who were considered qualified, and the last two columns show percentages of qualified males and females who were interviewed.

Women slightly exceeded their percentage proportion of qualified applications (14.3%) and interviews (14.8%) by filling 15.7% of all competitions. Although 34.8% of female applicants (slightly less than the 36.8% of male applicants) were considered qualified, the proportion of qualified applicants who were interviewed was slightly higher for women (70.8%) than for men (68.%). Within the individual modules/categories, there are two cases where the % of women interviewed in comparison to qualified is much higher than men's: the Technical Module and the Scientific and Professional Services Category.

Table 7A--Accelerated Career Development (ACD) Initiatives

7B--Distribution of Accelerated Career Development Initiatives
Met By Type

Accelerated Career Development refers to direct career development activities aimed at increasing the pool of qualified women for under-represented areas within the Ontario Public Service by such means as: on-the-job training; job rotations and secondments; or full sponsorship of special staff development programs.

A centrally monitored Affirmative Action Incentive Fund (A.A.I.F.) has been established by Management Board and is available to ministries to encourage achievement of the program objectives and to assist managers in providing accelerated career development for women when additional funds are necessary.

Table 7A displays, by ministry, the number of female employees, the number of planned and met ACD initiatives and the percentage of women that number represents.

As indicated on Table 7A (and for the second year in a row), the Accelerated Career Development Initiatives met (1375, which included 58 initiatives undertaken as a result of the A.A.I.F.) exceeded the number planned (996). However, the total number of women participating in ACDs is down from 1980/81 by 80 (0.3%).

Table 7B displays accelerated career development initiatives carried out in 1981/82, showing the types of ACDs described above.

Table 8A--Executive Compensation Plan by Level and Sex

8B--Distribution of Employees in Executive Compensation Plan by Sex

8C--Executive Compensation Plan Competition Summary

During 1980/81, the new Executive Compensation Plan was developed, replacing the old Senior Compensation Plan and Program Executive Series. Full conversion to the new plan has not yet taken place. Deputy Ministers are not part of this new Executive Compensation Plan.

Table 8A shows the number of classified employees by sex, class level and women's representation, in the Executive Compensation Plan (E.C.P.) plus Deputy Ministers. The figures reported in Tables 8A, B and C were compiled by the Office of Senior Appointments and Compensation of the Civil Service Commission, and include Ministries, Agencies, Boards and Commissions.

Overall, in 1981/82, women's share of executive positions increased by 0.6% from 6.3% in 1980/81 to 6.9% in 1981/82, a 7.5% increase in the number of women over 1980/81; in 6 of the 7 levels reported on this table, women's representation increased. In this same period the number of men decreased from 608 to 598. Significant increases in women's representation took place between 1980/81 and 1981/82 at the ECP3 level, where women's share of positions rose from 4.9% to 6.0%, and at the ECP4 level, where women's representation increased from 3.9% to 5.1%.

Table 8B provides a 6-year breakdown of the distribution of employees in the Executive Compensation Plan (plus Deputy Ministers) by males and females. Overall, it shows that women have been increasing their representation in the ECP at a steady rate since 1977, (an average of 0.5% change per year) even though the total number of executives has dropped from 745 (1977) to 642 by March, 1982 (a 13.8% decrease). In 1982, the number of men shown on this table is 16.5% (118) fewer than in 1977; the number of women is 51.7% (15) higher in the same time frame.

Table 8C shows a comparison of men's and women's experience in the competition process in terms of absolute numbers and women's percentage proportion of the total number.

Women's representation increased at every stage of the competition process. In 1981/82, their share of the total applications for vacancies filled by competition was 12.6% higher than 1980/81 (19.9% from 7.3%) and their share of the total interviews granted was 20.4% more (27.4% from 7.0%). Women's representation of successful applicants for competitions increased from 8.2% to 25.8%, and while the number of vacancies filled by men was reduced by almost half, the number of women winning competitions doubled.

Table 9--Numerical Planning Targets

This table was first instituted for the 1980/81 Annual Report, listing by ministry and service-wide, numerical planning targets for hires/promotions. To facilitate meeting the corporate goal of raising the level and diversifying the occupational distribution of women, ministries were to identify numerical planning hire/promotion targets for under-represented classifications within selected priority areas. These numerical planning targets were calculated by multiplying the number of projected vacancies by the availability rate of qualified women for the jobs. The table shows the results achieved by the ministries at year end, measured by the actual number of targets met.

The number of targets planned corporately for the 1981/82 fiscal year was 327. By March 1982, 264 targets or 80.7% of the originally planned targets, had been achieved, representing a 24.2% decrease from the first year's figures. However, revisions are made to these numerical planning targets at mid-year, on the basis of the number of vacancies which actually arise and the number of qualified females to date. At September 30/81, therefore, the targets were reduced from 327 to 274. The number of numerical planning targets met, as a percentage of the revised targets set is 96.4%, making a 9.6% drop from last year's 106% met. Two ministries which were statistically unable to have numerical planning targets were able to achieve 3 hires/promotions in their priority areas.

Now that two full years of data is available, the targetting process as a planning tool and the 30% representation goal are under review for modifications appropriate to the current socio-economic climate and results to date.

Table 10A--Percentage Distribution of Numerical Planning Targets Met by Choice of Priorities for 1981/82

10B--Numerical Planning Targets for Hire/Promotions for Women:
Reasons That Total Number of Priority Targets Were Not Met

Table 10A (graphic) indicates the distribution of numerical planning targets met by the ministries for 1981/82 by each priority area expressed as a percentage of the total targets met.

Of the targets met, 76.1% were met in priority areas to diversify the occupational distribution of women in the Ontario Public Service: 34.1% in the Skilled and Semi-Skilled Trades and Services; 37.1% in the Professional Specialties; and 4.9% in the Technical Specialist Positions. The other 23.9% were met in areas to raise the level of women in the Ontario Government: 8.0% in the Entry Level and 15.9% in the Middle Management areas.

Table 10B (graphic) is designed to illustrate the reasons that the total number of priority targets have not been met in 1981/82. Of the total number of priority planning targets not met in the OPS, 36% was the result of a lack of hiring opportunities, 33% the result of a lack of qualified female applicants and 18% due to female candidates not being the best qualified. Miscellaneous factors, termed as 'other' made up the remaining 13% of the reasons displayed in this graphic.

Table 11--Staff Training and Development: Service-Wide Comparisons

This table displays information submitted by Ministries regarding staff training and development activity carried out during 1980/81 and 1981/82, including the numbers of males and females participating in various types of courses, the total costs by sex, and a calculation of the costs per male and female participant, as well as the percentage of females out of the total (where applicable). In addition, a line has been included to indicate the percentage increase/decrease in each of these factors.

Between 1980/81 and 1981/82, women's numbers, their share of dollars spent and participation rate all increased. The most significant increases were in the areas of dollars spent on females and expenses per participant (both male and female).

Table 12--Service-Wide Summary of Resources Used for Affirmative Action In The Ontario Public Service in 1981/82

This table displays, by type, the resources used in carrying out the service-wide Affirmative Action Program for 1981/82. The data on Direct Resources (monies allocated specifically for Affirmative Action in Ministries' budgets) and Indirect Resources (funding provided by other ministry program areas from their budget allocation) are summarized from the ministry chapters. An example of indirect funding is the donation of a pamphlet or report by a ministry's Information Branch.

Fifty-eight accelerated career development initiatives were carried out as a result of the Affirmative Action Incentive Fund, as indicated on Table 7A.

The Staff Resources, people working in Affirmative Action Program positions, include one full-time or part-time Program Manager for each ministry. Appropriate levels of staffing are determined according to a number of factors such as occupational distribution and degree of regionalization of the ministries.

Re: Table 11: Footnote:

1. 'Participant' is defined in the report: Summary of Staff Development in the Ontario Public Service 1979/80 and 1980/81 as 'a person taking part in a staff development activity for which the ministry supports or grants time off or provides financial assistance'.

TABLE 1

DISTRIBUTION OF CLASSIFIED EMPLOYEES BY SEX AND MINISTRY
(Ranked by Percentage of Women in Ministry)
March 31, 1982

MINISTRY	TOTAL		FEMALE		WOMEN'S % OF MINISTRY TOTAL				
	#	% of Total Empls.	#	% of Total Women	1982	1981	1980	1979	1978
Intergovernmental Affairs	44	0.1	33	0.1	75.0	52.8	49.7	48.8 ¹	-
Miscellaneous ²	123	0.2	92	0.3	74.8	75.6	65.6	66.3	69.0
Treasury General	3,105	4.5	2,123	7.4	68.4	67.7	66.7	65.5	66.2
Health	11,046	16.0	7,122	24.9	64.5	64.2	63.8	62.7	62.3
Consumer & Commercial Relations	1,720	2.5	1,081	3.8	62.8	62.3	61.6	60.9	59.9
Community & Social Services	10,256	14.9	6,287	22.0	61.3	60.8	60.5	59.2	58.0
Environment Board (C.C.S.C.)	222	0.3	129	0.5	58.1	57.4	50.0	47.5	46.3
Education/Colleges and Universities (Incl. Education Rel. Com.)	2,080	3.0	1,179	4.1	56.7	56.0	54.9	- ³	- ³
Municipal Aff. & Housing	1,152	1.7	610	2.1	53.0	54.5	52.9	51.1 ¹	51.5
Finance & Economics	367	0.5	184	0.6	50.1	50.3	47.7	47.7	-
Industry	146	0.2	73	0.3	50.0	44.8	45.1	44.2	43.1
International Affairs	152	0.2	75	0.3	49.3	48.0	45.9	47.4	45.7
Culture & Recreation	798	1.2	389	1.4	48.7	49.4	48.5	47.7	37.4
Transportation	1,394	2.0	639	2.2	45.8	45.1	44.5	42.5	40.2
Industry & Tourism (Incl. O.D.C. & O.P.C.)	655	1.0	269	0.9	41.1	41.9	39.5	39.1	41.8
Justice	3,677	5.3	1,467	5.1	39.9	38.2	38.6	37.7	37.3
Culture and Food	1,491	2.2	532	1.9	35.7	35.6	34.0	33.6	34.0
Government Services	2,825	4.1	917	3.2	32.5	31.0	30.0	29.3	28.7
Technical Services	4,844	7.0	1,233	4.3	25.5	25.0	23.9	22.9	21.8
Natural Resources	4,302	6.2	975	3.4	22.7	22.3	22.4	21.9	17.9
Environment	2,023	2.9	422	1.5	20.9	20.6	19.1	18.9	18.5
Transportation & Comm.	10,003	14.5	1,792	6.3	17.9	17.3	16.6	15.9	15.5
Attorney General	5,838	8.5	897	3.1	15.4	15.2	14.6	14.4	14.3
Payroll (ECS)	591	0.9	43	0.2	7.3	6.4	5.6 ⁴	4.3	4.1
GRAND TOTAL	68,854	100.0	28,563	100.0	41.5	41.2	40.8	39.9	39.7

Ministries of Intergovernmental Affairs and Treasury and Economics previously combined.

Miscellaneous Includes: Justice, Resources and Social Policy Secretariats, Cabinet Office, Office of the Premier, Lt. Governor's Office and Niagara Escarpment.

Ministry of Education was separate from Ministry of Colleges and Universities. Senior Executive Category is included on Tables 1 and 2, excluded on Table 4.

TABLE 2

SERVICE-WIDE SALARY DISTRIBUTION BY SEX

March 31, 1982

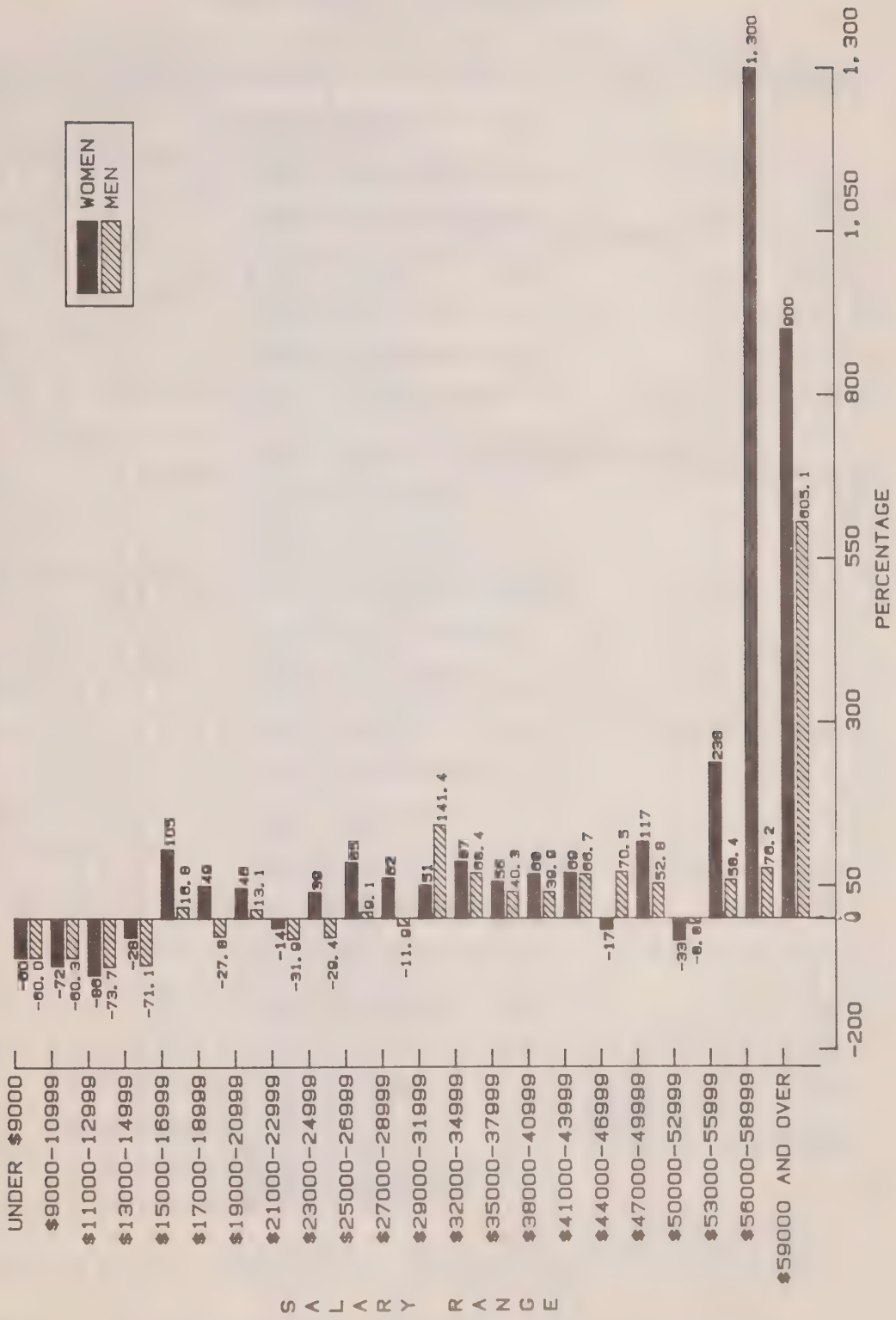
SALARY RANGE	MEN		%+(-) DIFF. FROM 1981 (\$s)	WOMEN		%+(-) DIFF. FROM 1981 (\$s)	WOMEN AS A % OF TOTAL EMPLOYEES IN RANGE				
	#	%		#	%		1982	1981	1980	1979	1978
Under \$ 9,000	6	0.0		47	0.2		88.7	88.5	56.5	78.6	83.4
\$ 9,000 - \$10,999	71	0.2		206	0.7		74.4	80.2	85.4	86.4	86.7
\$11,000 - \$12,999	239	0.6		890	3.1		78.8	87.3	73.4	61.7	54.9
SUB-TOTAL	316	0.8	(1.9)	1,143	4.0	(20.9)	78.3	86.6	75.9	70.9	68.6
\$13,000 - \$14,999	906	2.2		6,227	21.8		87.3	73.5	49.1	33.3	21.9
\$15,000 - \$16,999	5,800	14.4		10,385	36.4		64.2	50.5	22.7	22.1	22.5
SUB-TOTAL	6,706	16.6	(3.2)	16,612	58.2	10.2	71.2	62.9	38.7	27.7	22.7
\$17,000 - \$18,999	3,946	9.8		2,988	10.5		43.1	26.8	27.3	28.9	18.6
\$19,000 - \$20,999	6,796	16.9		2,491	8.7		26.8	22.1	30.8	13.7	18.4
\$21,000 - \$22,999	3,079	7.6		1,264	4.4		29.1	24.5	15.3	16.2	16.1
\$23,000 - \$24,999	3,803	9.4		1,421	5.0		27.2	15.9	16.5	12.7	11.9
SUB-TOTAL	17,624	43.7	(8.6)	8,164	28.6	6.9	31.7	22.5	22.8	19.0	17.1
\$25,000 - \$26,999	2,472	6.1		840	2.9		25.4	16.7	15.7	13.3	8.1
\$27,000 - \$28,999	1,407	3.5		483	1.7		25.6	15.8	13.7	9.2	10.1
SUB-TOTAL	3,879	9.6	0.2	1,323	4.6	2.0	25.4	16.3	14.8	11.2	9.1
\$29,000 - \$31,999	4,803	11.9		453	1.6		8.6	13.1	10.7	8.4	7.1
SUB-TOTAL	4,803	11.9	7.0	453	1.6	0.5	8.6	13.1	10.7	8.4	7.1
\$32,000 - \$34,999	2,210	5.5		312	1.1		12.4	11.3	*	*	*
\$35,000 - \$37,999	1,541	3.8		189	0.7		10.9	9.9	*	*	*
\$38,000 - \$40,999	1,017	2.5		119	0.4		10.5	8.9	*	*	*
\$41,000 - \$43,999	687	1.7		83	0.3		10.8	10.6	*	*	*
\$44,000 - \$46,999	544	1.4		40	0.1		6.8	13.1	*	*	*
\$47,000 - \$49,999	188	0.5		26	0.1		12.1	8.9	*	*	*
\$50,000 - \$52,999	229	0.6		18	0.1		7.3	9.7	*	*	*
\$53,000 - \$55,999	198	0.5		27	0.1		12.0	6.0	*	*	*
\$56,000 - \$58,999	74	0.2		14	0.0		15.9	2.3	*	*	*
\$59,000 and over	275	0.7		40	0.1		12.7	9.3	*	*	*
SUB-TOTAL	6,963	17.3	6.4	868	3.0	1.2	11.1	10.3	8.6	8.7	8.1
SERVICE-WIDE TOTAL	40,291	100.0		28,563	100.0		41.5	41.2	40.8 ¹	39.9	39.1

*Prior to 1980/81, information was not collected according to these ranges.

1. Senior Executive Category is included on Tables 1 and 2, excluded on Table 4.

SERVICE-WIDE SALARY DISTRIBUTION BY SEX

PERCENTAGE CHANGE IN THE NUMBER OF MEN AND WOMEN
AT MARCH 1982 COMPARED TO 1981 BY SALARY RANGE



* RE: TABLE 2

TABLE 3

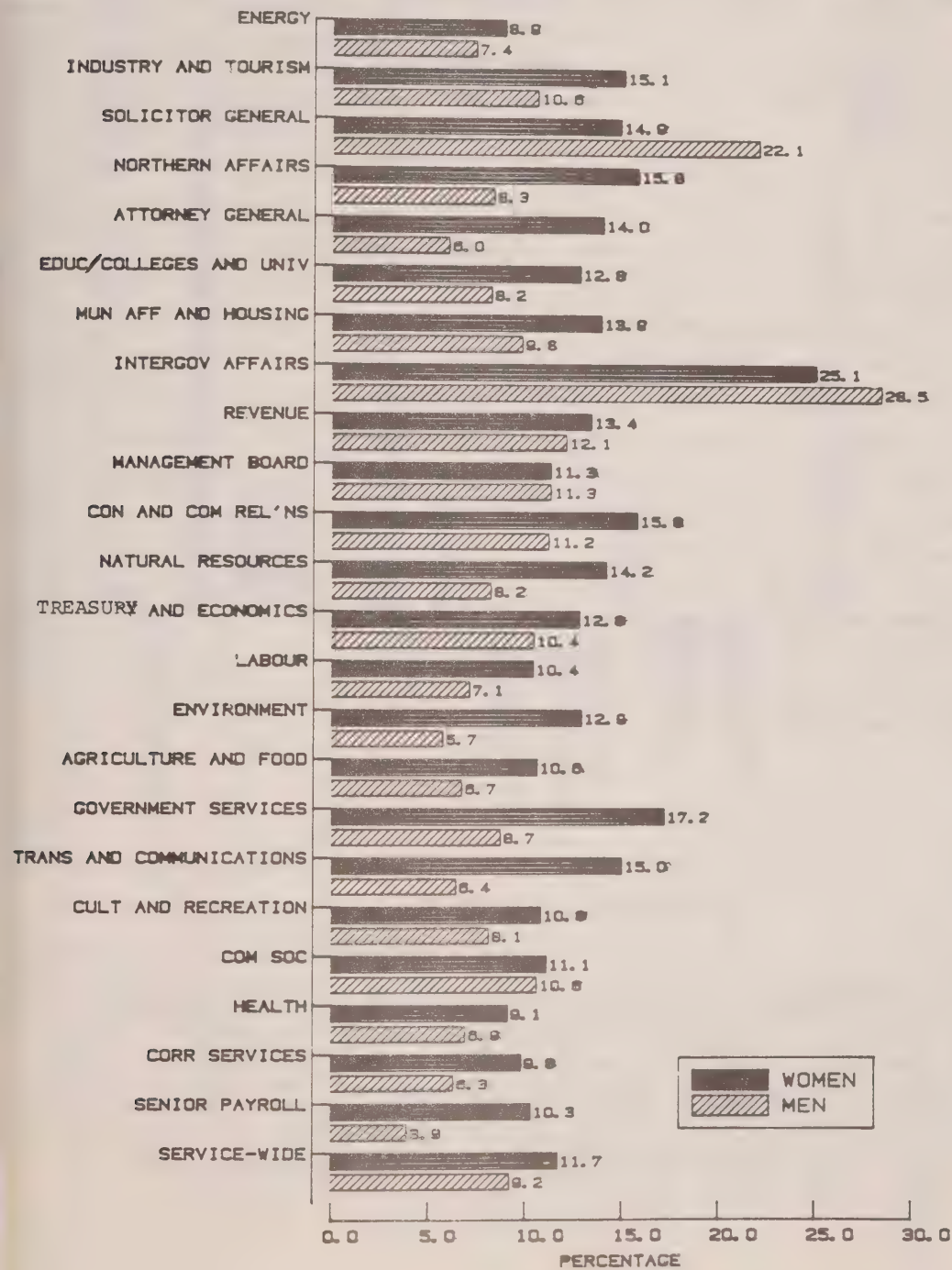
AVERAGE SALARY BY MINISTRY AND SEX
(Ranked by Women's/Men's Salary)
March 31, 1982

MINISTRY	SALARY		WOMEN'S AVERAGE SALARY AS % OF MEN'S AVERAGE SALARY				
	MEN	WOMEN	1982	1981	1980	1979	1978
Energy	\$37,525	\$18,189	48.5	47.8	43.7	43.4	42.4
Industry & Tourism (excl.O.D.C. & O.P.C.)	34,292	19,194	56.0	53.8	48.8	55.5	55.3
Solicitor General	28,984	17,030	58.8	62.5	60.6	60.3	59.1
Northern Affairs	31,345	18,864	60.2	56.3	51.8	51.3	51.0
Attorney General	29,142	18,094	62.1	57.7	57.1	56.4	55.0
Education/Colleges and Universities (excl. Ed. Rel. Com.)	29,897	18,816	62.9	60.3	58.6 ¹	-	-
Municipal Affairs and Housing	30,734	19,700	64.1	61.8	60.5	60.8	60.0
Intergov. Affairs	37,493	24,332	64.9	66.6	63.0	61.4	- ²
Revenue	25,873	16,827	65.0	64.3	60.2	62.0	60.0
Management Board (incl.C.S.C.)	36,213	23,837	65.8	65.8	60.5	58.0	55.0
Cons. & Comm. Rel.	25,195	16,708	66.3	63.6	61.9	61.0	58.0
Natural Resources	24,584	16,617	67.6	64.0	64.3	62.0	64.0
Treasury & Economics	32,863	22,356	68.0	66.6	61.6	62.3	- ²
Labour	28,080	19,284	68.7	66.6	64.6	61.2	58.0
Environment	25,706	17,758	69.1	64.7	64.5	62.2	62.0
Agriculture & Food	25,702	17,980	70.0	67.5	66.3	64.7	63.0
Government Services	22,644	17,055	75.3	69.8	70.6	69.1	68.0
Transp. & Comm.	21,700	16,454	75.8	70.2	71.8	70.2	67.0
Culture & Recreation	25,995	20,100	77.3	75.4	74.0	73.0	71.0
Com. & Soc. Serv.	21,431	18,196	84.9	84.5	83.8	84.0	83.0
Health	21,067	17,901	85.0	83.2	81.5	80.4	79.0
Correctional Services	22,094	19,092	86.4	83.6	83.9	84.2	84.0
Senior Payroll (EDS) ³	48,112	47,361	98.4	92.8	*	*	*
SERVICE-WIDE	\$24,455	\$18,003	73.6	72.0	72.1	71.4	70.0

1. No previous data, as Ministry of Education was separate from Ministry of Colleges and Universities.
 2. No separate data for Ministries of Intergovernmental Affairs and Treasury and Economics, as they were previously combined.
 3. A separate Senior Payroll (EDS) Module was added to this table in 1980/81; therefore, an anomaly exists between Service-Wide 1981/82 and 1980/81 compared to previous years' average annual salary figures.
- * Information not available.

AVERAGE SALARY BY MINISTRY AND SEX*

PERCENT INCREASE BETWEEN MARCH 1981 AND 1982



* RE: TABLE 3

TABLE 4

OCCUPATIONAL DISTRIBUTION BY SEX
March 31, 1982

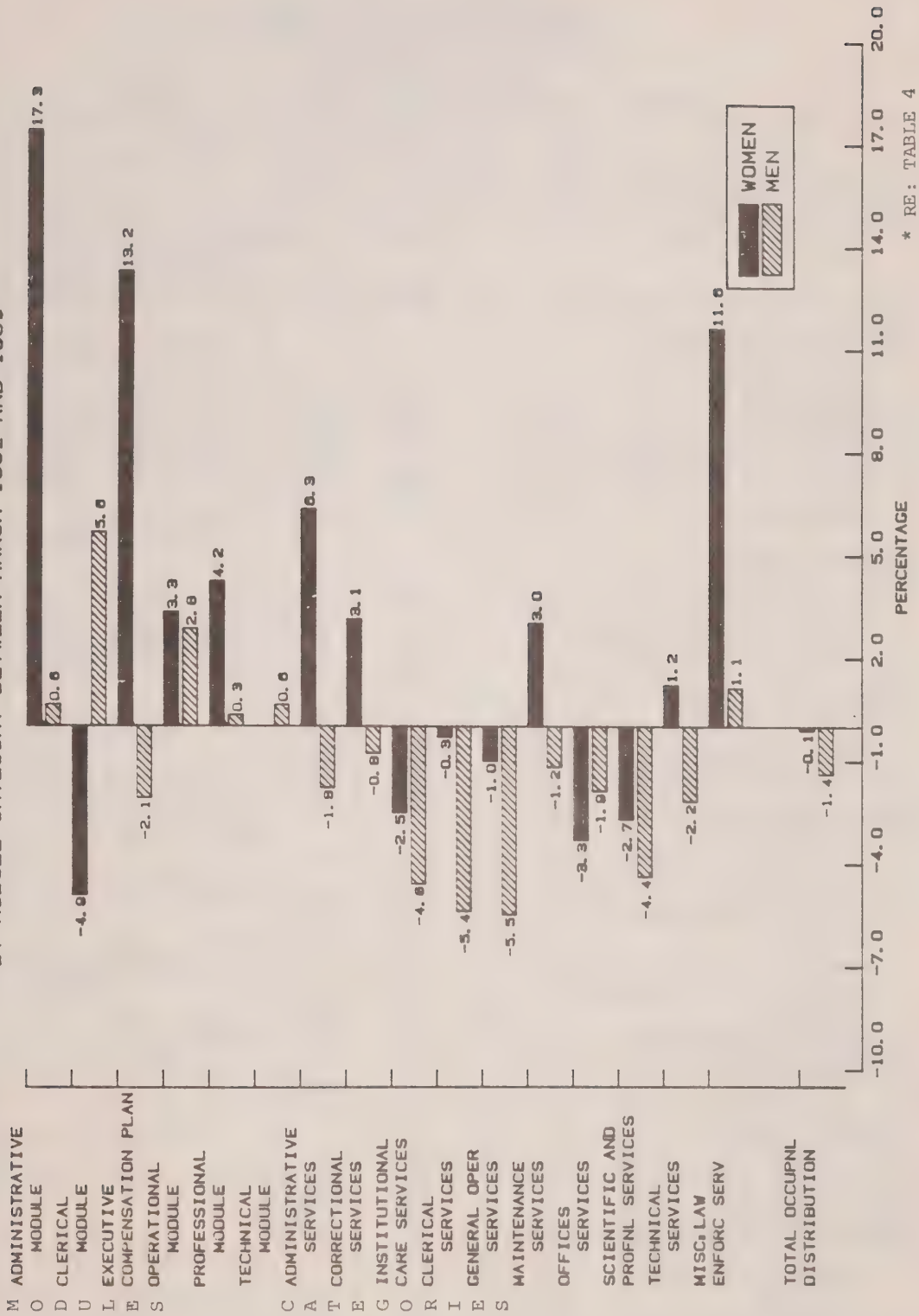
OCCUPATIONAL MODULE/CATEGORY	MEN #	WOMEN #	% INC/(DEC) IN ACTUAL # s		WOMEN AS A % OF TOTAL IN MODULE/CATEGORY				
			80/81 MEN	TO 81/82 WOMEN	1982	1981	1980	1979	1978
Administrative Module	3,572	1,340	0.6	17.3	27.3	24.3	23.0	19.3	17.9
Clerical Module	114	409	5.6	(4.9)	78.2	78.3	70.8	69.7	68.5
Executive Comp. Plan	550	43	(2.1)	13.2	7.3	6.3	5.6 ¹	4.3 ¹	4.1 ¹
Operational Module	1,842	317	2.8	3.3	14.7	14.6	13.5	14.5	14.4
Professional Module	2,823	669	.3	4.2	19.2	18.6	17.4	17.2	17.0
Technical Module	1,133	30	.6	0.0	2.6	2.6	2.1	1.0	0.8
Administrative Services	4,146	1,410	(1.8)	6.3	25.4	23.9	24.3	23.1	21.1
Correctional Services	2,611	461	(0.8)	3.1	15.0	14.5	13.9	46.4	45.8
Institutional Care Serv.	2,055	3,860	(4.6)	(2.5)	65.3	64.8	64.0		
Clerical Services	1,970	8,050	(5.4)	(0.3)	80.3	79.5	79.9	78.4	77.7
General Oper. Serv.	2,488	1,820	(5.5)	(1.0)	42.2	41.1	40.5	39.8	39.1
Maintenance Services	6,120	242	(1.2)	3.0	3.8	3.7	3.1	2.9	2.6
Office Services	307	6,596	(1.9)	(3.3)	95.6	95.6	95.7	95.4	95.6
Scientific & Professional Serv.	1,781	2,456	(4.4)	(2.7)	58.0	57.5	63.1	62.0	61.8
Technical Services	4,726	757	(2.2)	1.2	13.8	13.4	14.1	14.5	14.4
Miscellaneous: Law Enforcement Serv.	4,048	96	1.1	11.6	2.3	2.1	1.9	1.9	1.7
Unknown	5	7	150.0	40.0	58.3	71.4	41.7	*	*
TOTAL	40,291	28,563	(1.4)	(0.1)	41.5	41.2	41.1 ²	39.9	39.2

1. Female % representation for 1978, 1979 and 1980 is based on percentage of employees as shown on Table 8B (Distribution of Employees in Executive Compensation Plan by Sex) as numbers of executives for those years were not available in IPPEBs.

2. This year only, Table 4 Service-Wide female representation excluded Senior Executive Category, while Tables 1 and 2 service-wide female representation included these employees.

* Information not available.

OCCUPATIONAL DISTRIBUTION BY SEX PERCENTAGE CHANGE IN NUMBER OF MEN AND WOMEN BY MODULE CATEGORY BETWEEN MARCH 1981 AND 1982



* RE: TABLE 4

TABLE 5A

OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE WELL-REPRESENTED

March 31, 1982

INCLUDES: -Integrated Groups (Women make up between
30% and 70% of that group)
-Over-represented Groups (Women make up
70% or more of that group)

OCCUPATIONAL GROUP	MALE #	FEMALE #	WOMEN AS A % OF TOTAL				
			1982	1981	1980	1979	1978
<u>ADMINISTRATIVE MODULE</u>							
General Administration	1118	532	32.2	29.1	28.9	27.6	26.4
Information	51	27	34.6	31.0	45.0	*	*
Law Administration	200	143	41.7	37.8	33.1	34.8	47.5
Personnel Administration	250	212	45.9	42.6	39.4	36.9	36.4
Administrative Underfill	18	37	67.3	60.0	70.8	66.7	*
Translation	0	2	100.0	100.0	100.0	*	*
<u>CLERICAL MODULE</u>							
Clerical Services	103	181	63.7	62.9	50.9	45.4	40.5
Office Equipment Operation	5	27	84.4	86.2	88.9	93.5	87.8
Transcription Services	6	201	97.1	96.2	95.9	95.6	96.9
<u>OPERATIONAL MODULE</u>							
General Operational	175	140	44.4	44.1	40.1	40.0	38.5
Institutional Care	256	153	37.4	37.7	37.2	39.7	38.9
<u>PROFESSIONAL MODULE</u>							
Home Economics, Dietetics and Nutrition	1	41	97.6	97.9	100.	100.	96.1
Library, History and Archives	23	11	32.4	37.9	37.5	52.9	57.9
Nursing	35	170	82.9	83.3	82.3	83.3	82.0
Occupational and Physical Therapy	7	26	78.8	78.8	89.7	87.1	88.9
Social Work Supervisor	85	50	37.0	38.9	37.9	*	*
Speech Pathology and Audiology	4	6	60.0	50.0	60.0	44.4	50.0
<u>TECHNICAL MODULE</u>							
Scientific Support	37	21	36.2	41.1	38.7	30.4	25.0
<u>ADMINISTRATIVE SERVICES CATEGORY</u>							
Management Systems and Services	294	149	33.6	31.7	38.5	40.6	39.2
Translation	7	11	61.1	57.1	63.2	65.0	60.0
Purchasing	81	49	37.7	35.4	36.1	28.7	25.6
Publicity	180	125	41.0	39.1	33.3	36.9	39.4
Social Programs	685	694	50.3	48.5	49.3	46.7	45.1

* Information not available.

TABLE 5A (cont'd)

OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE WELL-REPRESENTED

March 31, 1982

OCCUPATIONAL GROUP	MALE #	FEMALE #	WOMEN AS A % OF TOTAL				
			1982	1981	1980	1979	1978
<u>CLERICAL SERVICES CATEGORY</u>							
Clerical Services	1970	8050	80.3	79.5	79.9	78.4	77.7
<u>GENERAL OPERATIONAL SERVICES CATEGORY</u>							
Personal Service (a)	247	153	38.3	38.1	40.2	43.5	44.4
Personal Service (b)	268	741	73.4	72.3	71.0	69.9	68.0
Cleaning, Caretaking and Security (a)	942	848	47.4	45.9	44.6	43.0	41.7
<u>INSTITUTIONAL CARE SERVICES CATEGORY</u>							
Institutional Care (b)	1841	3840	67.6	67.0	66.3	64.6	63.4
<u>MAINTENANCE SERVICES CATEGORY</u>							
Radio Operations	202	160	44.2	41.9	39.0	37.0	35.0
<u>OFFICE SERVICES CATEGORY</u>							
Data Processing	151	224	59.7	57.4	55.5	49.1	53.0
Office Equipment Operation(a)	4	147	97.4	97.4	97.4	96.4	95.6
Office Equipment Operation(b)	63	736	92.1	91.9	92.3	92.6	92.2
Typing, Steno. & Transcription Services (a)	61	283	82.3	82.2	80.6	80.6	79.5
Typing, Steno. & Transcription Services (b)	28	5206	99.5	99.5	99.4	99.3	99.3
<u>SCIENTIFIC AND PROFESSIONAL SERVICES CATEGORY</u>							
Library, History and Archives	25	38	60.3	59.1	58.5	58.5	62.3
Home Economics and Nutrition	0	39	100.0	100.0	100.0	100.0	100.0
Nursing	185	1625	89.8	90.6	91.4	91.1	91.5
Occupational and Physical Therapy	7	90	92.8	92.5	90.6	89.8	89.6
Pharmacy	9	10	52.6	52.9	57.1	61.1	62.5
Psychology	164	100	37.9	37.4	41.4	39.8	37.0
Social Development	173	275	61.4	61.8	64.1	63.3	63.1
Speech Pathology & Audiology	2	31	93.9	92.9	82.1	82.1	71.4
<u>TECHNICAL SERVICES CATEGORY</u>							
Scientific Support (a)	191	344	64.3	65.5	63.2	60.8	60.1
Social Science Support	25	95	79.2	73.8	75.2	73.0	81.1
TOTAL	10,179	26,043					

TABLE 5B
OCCUPATIONAL GROUPS IN WHICH
WOMEN'S REPRESENTATION REQUIRES IMPROVEMENT
March 31, 1982

INCLUDES: Under-represented Groups (women make up between 0% and 30% of that group.)
Male Segregated Groups (women make up 0% of that group)

OCCUPATIONAL GROUP	MALE #	FEMALE #	WOMEN AS A % OF TOTAL				
			1982	1981	1980	1979	1978
<u>ADMINISTRATIVE MODULE</u>							
Financial Administration	583	66	10.2	9.1	10.8	11.8	9.3
Institutional Management	206	21	9.3	6.4	6.7	5.7	6.2
Labour Relations	47	9	16.1	14.8	10.2	10.6	11.8
Program Analysis	205	85	29.3	26.7	21.8	17.2	14.5
Property Administration	235	10	4.1	3.2	2.6	2.5	2.4
Purchasing & Supply	92	6	6.1	5.1	5.5	4.6	2.8
Social Program Administration	347	142	29.0	27.0	26.7	25.6	27.5
Systems Services	220	48	17.9	15.6	17.0	15.4	15.1
<u>OPERATIONAL MODULE</u>							
Agricultural Support	22	0	0.0	0.0	0.0	0.0	0.0
Correctional	436	22	4.8	4.5	6.7	7.5	7.5
Heating and Power	39	0	0.0	0.0	0.0	0.0	0.0
Printing	9	0	0.0	0.0	9.5	9.5	9.5
Skills and Trades	905	2	0.2	0.1	0.1	0.1	0.3
<u>PROFESSIONAL MODULE</u>							
Actuarial Science	5	1	16.7	16.7	20.0	0.0	0.0
Agriculture	127	6	4.5	4.1	3.1	3.6	3.7
Architecture	36	1	2.7	2.7	2.4	2.3	4.4
Chaplain	33	4	10.8	12.8	5.9	2.9	0.0
Dentistry	28	3	9.7	12.1	10.7	7.1	7.4
Economics and Statistics	266	102	27.7	24.1	26.6	28.1	27.3
Education	105	16	13.2	11.9	11.9	15.0	15.0
Engineering and Surveying	921	22	2.3	2.0	2.4	2.5	2.8
General Scientific	91	9	9.0	9.6	5.7	3.5	5.5
Legal	372	79	17.5	16.0	14.0	12.9	11.8
Medical	180	76	29.7	27.4	24.5	22.1	21.7
Pharmacy	24	5	17.2	18.5	16.7	19.4	26.7
Psychology	37	4	9.8	5.1	8.2	14.3	12.2
Resources Planning & Management	351	21	5.6	5.5	5.0	4.2	4.3
Research Science	12	0	0.0	*	*	*	*
Professional Underfill	43	16	27.1	28.1	25.5	3.6	*
Veterinary Science	37	0	0.0	2.4	0.0	0.0	0.0
<u>TECHNICAL MODULE</u>							
Draft, Design and Estimate Engineering & Surveying Support	34	2	5.6	5.3	4.0	4.3	4.4
Photography	527	2	0.4	0.4	0.3	0.4	0.3
Resources, Technical	10	1	9.1	0.0	5.9	5.9	6.3
Telecommunications	510	3	0.6	0.4	0.1	0.2	0.2
Technical Underfill	9	1	10.0	10.0	5.9	0.0	0.0
	6	0	0.0	0.0	0.0	*	*

TABLE 5B (cont'd)

OCCUPATIONAL GROUPS IN WHICH
WOMEN'S REPRESENTATION REQUIRES IMPROVEMENT
March 31, 1982

OCCUPATIONAL GROUP	MALE #	FEMALE #	WOMEN AS A % OF TOTAL				
			1982	1981	1980	1979	1978
<u>EXECUTIVE COMPENSATION PLAN</u>							
Program Executive	2	0	0.0	0.0	0.0	0.0	*
Senior Executive	548	43	7.3	6.4	5.6	4.3	4.1
<u>ADMINISTRATIVE SERVICES CATEGORY</u>							
General Administration	715	138	16.2	15.0	11.3	9.1	7.8
Financial	446	102	18.6	16.4	13.9	14.5	11.7
Investigation (a)	59	3	4.8	3.3	1.7	1.9	1.9
Investigation (b)	454	52	10.3	10.4	9.3	7.3	6.2
Property Assessment	1225	87	6.6	6.3	6.4	5.4	5.6
<u>CORRECTIONAL SERVICES CATEGORY</u>							
Correctional Services	2611	461	15.0	14.5	13.8	13.8	14.1
<u>GENERAL OPERATIONAL SERVICES CATEGORY</u>							
Cleaning, Caretaking & Security(b)	198	28	12.4	11.4	9.4	8.3	6.2
Supply	613	47	7.1	6.2	5.6	5.1	7.0
Agriculture Support	220	3	1.3	0.4	0.7	1.0	1.4
<u>INSTITUTIONAL CARE SERVICES CATEGORY</u>							
Institutional Care (a)	214	20	8.5	8.0	3.9	3.5	2.3
<u>LAW ENFORCEMENT SERVICES CATEGORY</u>							
Law Enforcement Services	4048	96	2.3	2.1	1.9	1.8	1.7
<u>MAINTENANCE SERVICES CATEGORY</u>							
Aircraft	70	0	0.0	0.0	0.0	0.0	0.0
Trades and Crafts (a)	798	1	0.1	0.1	0.0	0.0	0.0
Trades and Crafts (b)	1073	0	0.0	0.0	0.0	0.0	0.0
Trades and Crafts (c)	977	37	3.6	3.6	2.0	1.4	1.0
Vehicle Operation (a)	2106	13	0.6	0.5	0.2	0.1	0.1
Vehicle Operation (b)	411	7	1.7	1.1	0.8	0.2	0.0
Marine Operations	60	0	0.0	0.0	0.0	0.0	0.0
Heating and Power	325	0	0.0	0.0	0.0	0.0	0.0
Printing	98	24	19.7	23.0	24.1	26.0	23.1

*Information not available

TABLE 5B (cont'd)
OCCUPATIONAL GROUPS IN WHICH
WOMEN'S REPRESENTATION REQUIRES IMPROVEMENT
March 31, 1982

OCCUPATIONAL GROUP	MALE #	FEMALE #	WOMEN AS A % OF TOTAL				
			1982	1981	1980	1979	197
SCIENTIFIC & PROFESSIONAL SERV.CAT.							
Agriculture	168	27	13.8	10.7	6.5	4.8	5.
Education	118	32	21.3	18.9	17.8	18.2	19.
General Scientific	222	55	19.9	17.3	18.6	17.8	15.
Resources Planning & Mgmt. (a)	131	48	26.8	26.8	28.1	49.3	24.
Resources Planning & Mgmt. (b)	367	35	8.7	7.2	8.2	8.3	2.
Statistics	116	49	29.7	33.9	23.5	29.7	27.
Surveying & Engineering Services	85	2	2.3	2.1	9.1	7.1	0.
Veterinary Science	9	0	0.0	10.0	11.1	14.3	14.
TECHNICAL SERVICES CATEGORY							
Communications	95	1	1.0	1.1	2.7	1.4	1.
Draft, Design and Estimate	537	84	13.5	13.3	15.6	16.2	15.
Engineering & Surveying Support	1536	66	4.1	3.2	2.9	3.3	3.
Photography	60	17	22.1	19.7	18.6	14.3	13.
Manpower Training	158	11	6.5	7.6	9.5	6.7	7.
Scientific Support (b)	286	90	23.9	24.1	23.7	23.8	23.
Resources Support	1838	49	2.6	2.4	2.2	2.0	1.
TOTAL	30,107	2,513					

MINISTRY REPRESENTATION BY MODULE/CATEGORY

Occupational Module/Category	Service-Wide ¹ (as of Mar. 31/82) Number of: Groups in the Mod/Cat	1981/82 ²			1980/81 ²		
		Number of Ministries with Staff in the Mod/Cat	Number of Ministries in which the Mod/Cat Is:		Number of Ministries with Staff in the Mod/Cat	Number of Ministries in which the Mod/Cat Is:	
			Integrated or Over-rep.	Under- rep.		Integrated or Over-rep.	Under- rep.
MODULES:							
Administrative	14	23	11	12	23	7	16
Clerical	3	23	23	0	23	23	0
Operational	7	20	2	18	20	2	18
Professional	23	21	5	16	22	5	17
Technical	7	12	1	11	13	1	12
Executive Compensation Plan	2	23	0	23	23	0	23
CATEGORIES:							
Administrative Services	10	22	13	9	23	13	10
Clerical Services	1	23	23	0	23	23	0
General Operational Serv.	6	19	5	14	20	4	16
Institutional Care/	2	3	2	1	5	4	1
Correctional Services	1	3	1	2	3	1	2
Law Enforcement Services	1	1	0	1	1	0	1
Maintenance Services	10	19	1	18	20	1	19
Office Services	5	23	23	0	23	23	0
Scientific and							
Professional Services	16	21	13	8	23	14	9
Technical Services	9	19	9	10	19	8	11
TOTALS	117 ³	23	18	5	23	18	5

1. Number of Classes, Number of Groups are based on IPPEB Service-Wide occupational distribution as of 31 March, 1982.
2. Numbers listed here are based on Ministries' IPPEB occupational distribution as of 31 March, 1981 and 1982. Some Ministries may not have any employees in the Module or Category.
3. These 1112 classes, contained in 117 groups, account for 68,842 employees as of 31 March, 1982.

TABLE 6A: SERVICE-WIDE HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES¹
(Classes in which women make up less than 30%)
COMPARISON OF 1981/82 AND 1980/81 COMPETITIONS

Occupational Module/Category	1981/82				1980/81			
	# Hired(*)		# Applied		# Hired(*)		# Applied	
	Male	Female	Male	Female	Male	Female	Male	Female
MODULES:								
Administrative	349(73)	115(35)	6314	1450	367(73)	112(18)	7276	2010
Clerical	14(4)	4(2)	49	33	3(-)	3(1)	62	34
Operational	85(5)	8(-)	959	46	108(4)	7(-)	1483	88
Professional	243(54)	53(12)	3398	636	264(43)	50(7)	4111	746
Technical	63(14)	3(-)	780	24	98(19)	3(1)	987	39
Executive Compensation Plan ²	23	8	1249	310	45(8)	4(1)	2348	186
CATEGORIES:								
Administrative Services	268	104(1)	5303	1726	285	103	7362	2947
Clerical Services	16	4(1)	242	80	8	0	194	93
General Operational Serv.	143(2)	17	3455	564	133	46	1138	244
Institutional Care/	44	12	137	29	6	1	21	3
Correctional Services	239	64	2420	538	447	98	2647	1082
Law Enforcement Services	394	39	3373	300	353	24	2645	213
Maintenance Services	423(2)	11	6211	184	483	26	6637	299
Office Services	19	5	233	88	14	7	108	42
Scientific and								
Professional Services	159	45	4260	753	77	39	2178	753
Technical Services	146	20	2533	461	292	40	6589	852
TOTALS	2628(154)	512(51)	40,916	7231	2983(147)	563(28)	15,945,786	9631
								17.4

1. Information included here is summary detail of competitions reported by Ministries for all classes in Modules and Categories that are under-represented in the Ministry, and may include classes that are not under-represented service-wide.
2. Information on Executive Compensation Plan was provided by the Office of Senior Appointments and Compensation of the Civil Service Commission.

(*) Unless a competition for Management 1687/88 or 1688/89 is indicated, the number in parentheses in brackets and included in the "Hired" column represents the number of appointments under Article 24 of the Collective Agreement.

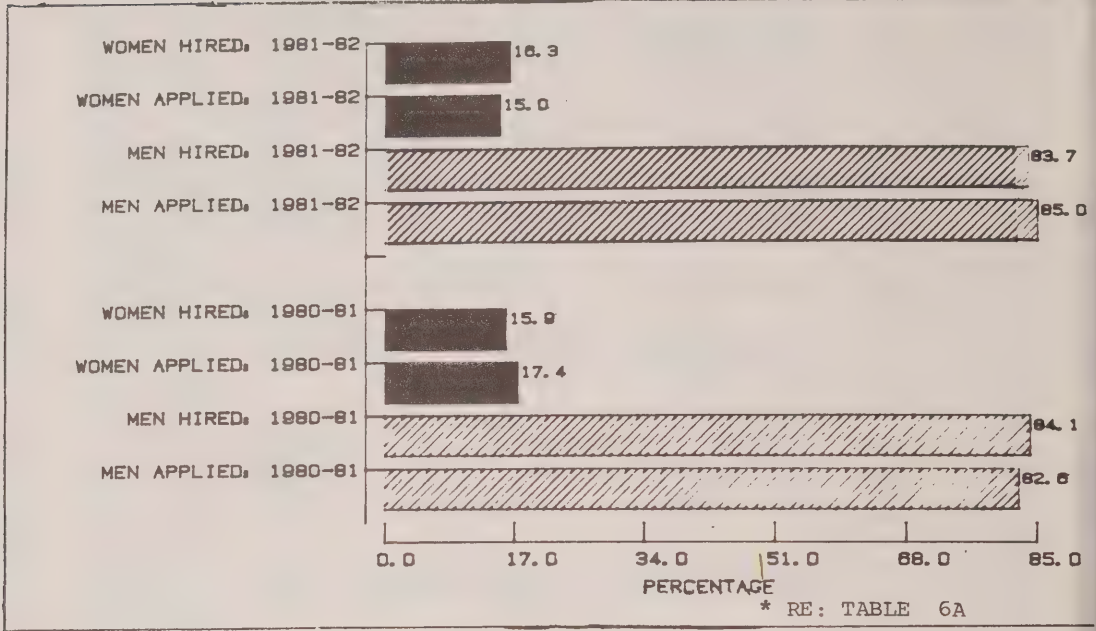
1981/82

Occupational Module/Category	# of Vacancies Filled by Competition Only		# Applied		# Qualified		# Interviewed		# Qualified As a % of # Applied		# Interviewed As a % of # Qualified		
	Total #	Female %	Male	Female	Male #	Female %	Male #	Female %	M%	F%	M%	F%	
<u>MODULES:</u>													
Administrative	356	80	22.5	6314	1459	2462	506	17.0	1599	369	18.8	64.9	72.9
Clerical	12	2	16.7	49	33	30	20	40.0	28	12	30.0	93.3	60.0
Operational	88	8	9.1	959	46	482	23	4.6	437	21	4.6	90.7	91.3
Professional	230	41	17.8	3398	636	1307	269	17.1	820	188	18.7	62.7	69.9
Technical	52	3	5.8	780	24	514	10	1.9	225	7	3.0	43.8	70.0
Executive Compensation Plan ²	31	8	25.8	1249	310	Not Available			164	62	27.4	--	--
<u>CATEGORIES:</u>													
Administrative Services	371	103	27.8	5303	1726	2075	656	24.0	1258	372	22.8	60.6	56.7
Clerical Services	19	3	15.8	242	80	110	37	25.2	43	9	17.3	39.1	24.3
General Operational Serv.	158	17	10.8	3455	564	978	163	14.3	573	92	13.8	58.6	56.4
Institutional Care/	56	12	21.4	137	29	105	13	11.0	103	13	11.2	98.1	100.0
Correctional Services	303	64	21.1	2420	538	746	208	21.8	738	207	21.9	58.9	99.5
Law Enforcement Services	433	39	9.0	3373	300	1631	175	9.7	1160	109	8.6	71.1	62.3
Maintenance Services	432	11	2.5	6211	184	2050	62	2.9	1571	53	3.3	76.6	85.5
Office Services	24	5	20.8	233	88	71	17	19.3	69	14	16.9	97.2	82.4
Scientific and													
Professional Services	204	45	22.1	4260	753	1725	247	12.5	772	158	17.0	44.8	64.0
Technical Services	166	20	12.0	2533	461	752	111	12.9	661	95	12.6	87.9	85.6
TOTALS	2935	461	15.7	40,916	7231	15,038	2517	14.3	10,221	1781	14.8	68.0	70.8

1. Information included here is summary detail of competitions reported by Ministries for all classes in Modules and Categories that are under-represented in the Ministry, and may include classes that are not under-represented service-wide.

2. Information on Executive Compensation Plan was provided by the Office of Senior Appointments and Compensation of the Civil Service Commission.

SERVICE-WIDE HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
COMPARISON OF 1981/82 AND 1980/81 COMPETITIONS *



SOME COMPARISONS OF MEN'S AND WOMEN'S EXPERIENCE
IN COMPETITIONS: IN UNDER-REPRESENTED CLASSES 1981/1982 *

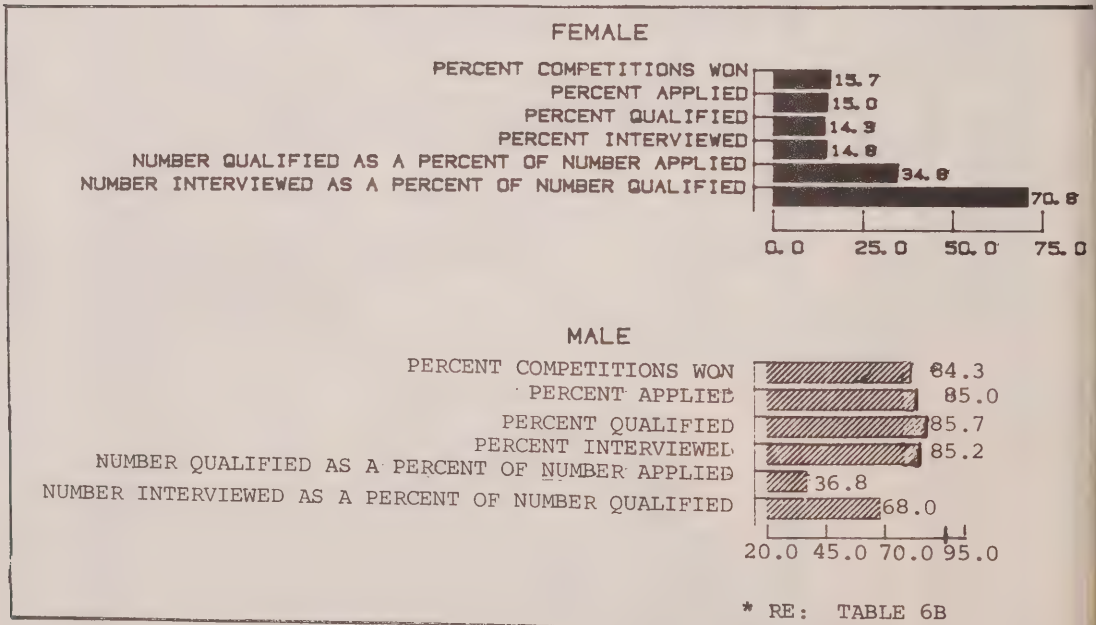


TABLE 7A

ACCELERATED CAREER DEVELOPMENT (ACD) INITIATIVES

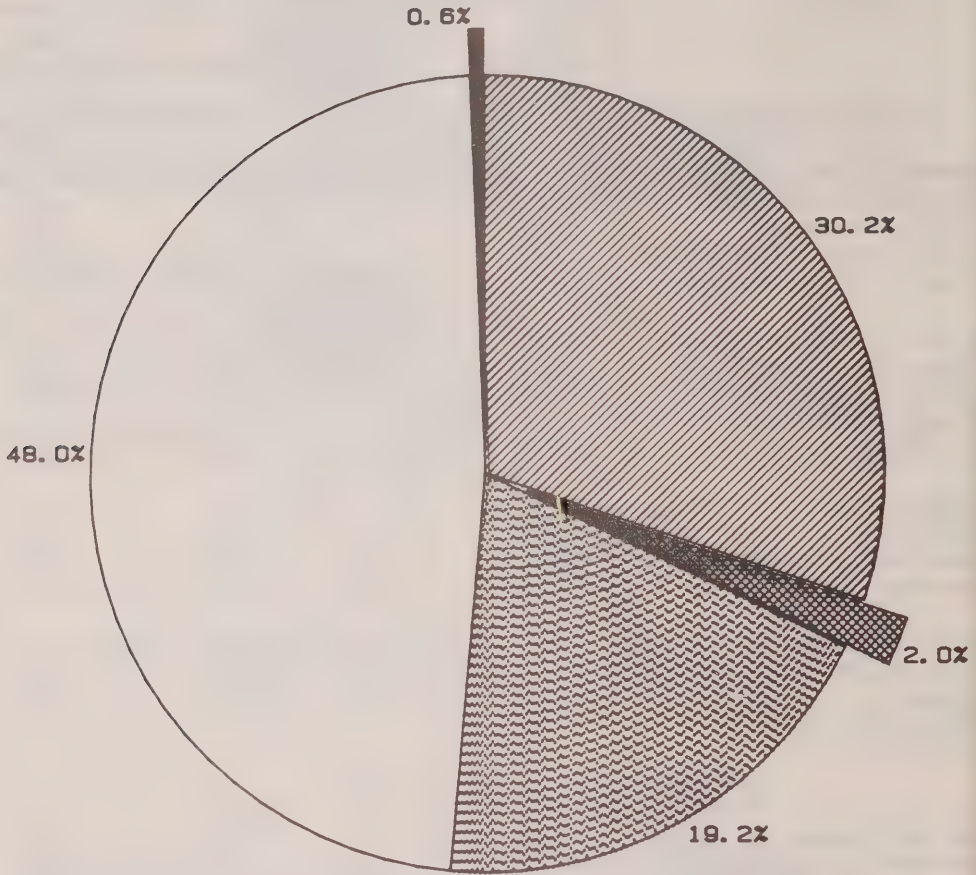
(Include: On-the-Job Training, Job Rotations, Secondments,
Full-Time Sponsorship of Special Staff Development)

MINISTRY	1981/82			
	# OF WOMEN IN MINISTRY	TOTAL # OF INITIATIVES (*)		WOMEN RECEIVING ACD AS A % OF MINISTRY WOMEN ¹
		PLANNED	MET	
Agriculture & Food	532	12	34(2)	6.4
Attorney General	2,123	80	144(7)	6.8
Civil Service Commission	105	8	14(-)	13.3
Comm. & Social Services	6,287	125	179(7)	2.8
Cons. & Comm. Relations	1,081	34	64(2)	5.9
Correctional Services	1,233	24	44(1)	3.6
Culture & Recreation	389	21	27(-)	6.9
Education/Colleges & Universities	1,179	24	41(4)	3.5
Energy	73	2	8(-)	11.0
Environment	422	11	25(4)	5.9
Government Services	917	28	59(3)	6.4
Health	7,122	360	325(6)	4.6
Industry & Tourism	269	15	28(2)	10.4
Intergovernmental Affairs	33	2	4(-)	12.1
Labour	639	26	44(2)	6.9
Management Board of Cabinet	24	2	11(1)	45.8
Municipal Aff. & Housing	610	96	100(3)	16.4
Natural Resources	975	20	70(2)	7.2
Northern Affairs	75	3	6(-)	8.0
Revenue	1,467	30	51(3)	3.5
Solicitor General	897	16	18(3)	2.0
Transport. & Communic.	1,792	53	67(6)	3.7
Treasury & Economics	184	4	12(-)	6.5
TOTALS	28,428	996	1375(58)	4.8

(*) Accelerated career development initiatives undertaken as a result of the 1981/82 Affirmative Action Incentive Fund Program are shown in brackets; this figure is included in the total number of initiatives.

1. Percentage of women is based on number of women in these ministries as listed on Annual Report, Table 1, figures for 1981/82.

7B: DISTRIBUTION OF ACCELERATED
CAREER DEVELOPMENT INITIATIVES MET BY TYPE








	SECONDMENTS
	FULL/PART TIME SPONSORSHIP OF SPECIAL STAFF DEVELOPMENT
	JOB ROTATIONS
	ON-THE-JOB TRAINING
	PLACEMENT IN ACTING POSITIONS

TABLE 8A: EXECUTIVE COMPENSATION PLAN BY LEVEL AND SEX¹
(Plus Deputy Ministers) March 31, 1982

LEVEL	MALE	FEMALE	WOMEN AS A % OF LEVEL OF ECP
ECP 5	47	2	4.1%
ECP 4	94	5	5.1%
ECP 3	158	10	6.0%
ECP 2	125	11	8.1%
ECP 1	101	11	9.8%
SCP 1	41	4	8.9%
DM	32	1	3.0%
TOTAL	598 ²	44 ²	6.9%

TABLE 8B: DISTRIBUTION OF EMPLOYEES IN EXECUTIVE COMPENSATION PLAN BY SEX¹
(Plus Deputy Ministers)

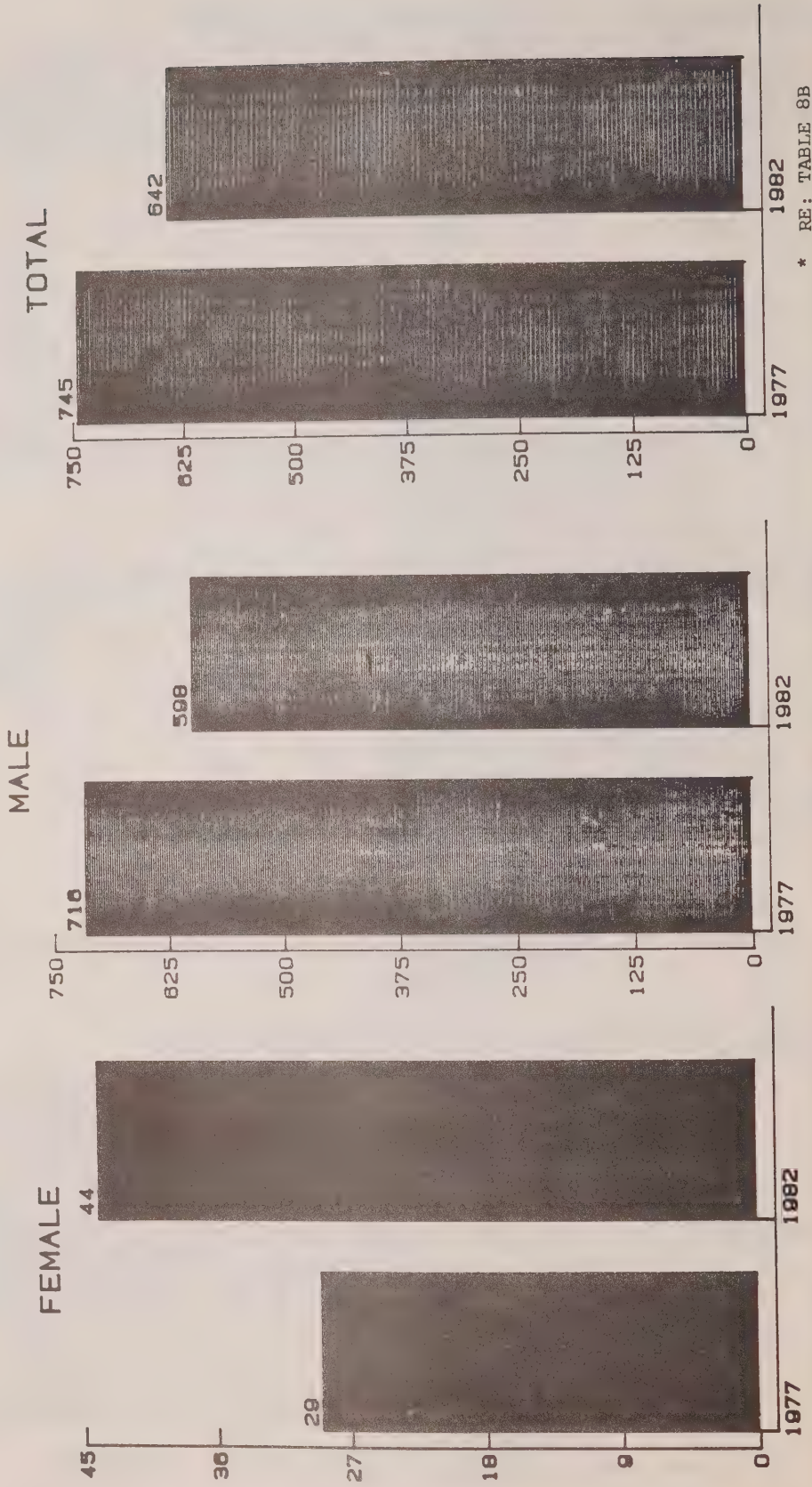
	TOTAL	MALE	FEMALE	
March 1977	745	716	29	3.9%
March 1978	709	680	29	4.1%
March 1979	696	666	30	4.3%
March 1980	655	618	37	5.6%
March 1981	649	608	41	6.3%
March 1982	642	598	44	6.9%

TABLE 8C: EXECUTIVE COMPENSATION PLAN COMPETITION SUMMARY¹

YEAR	VACANCIES FILLED BY COMPETITION:			# APPLIED			# INTERVIEWED		
	M	F	F%	M	F	F%	M	F	F%
1980/81	45	4	8.2	2348	186	7.3	374	28	7.0
AS A % OF # APPL.	1.9	2.2					15.9	15.1	
1981/82	23	8	25.8	1249	310	19.9	164	62	27.4
AS A % OF # APPL.	1.8	2.6					13.1	20.0	

- Figures here were provided by the Office of Senior Appointments and Compensation of the Civil Service Commission, and include Ministries, Agencies, Boards and Commissions.
- Figures indicate positions held, not vacancy complement.

DISTRIBUTION OF EMPLOYEES IN
EXECUTIVE COMPENSATION PLAN (PLUS DEPUTY MINISTERS) BY SEX*
COMPARISON OF 1977 TO 1982



* RE: TABLE 8B

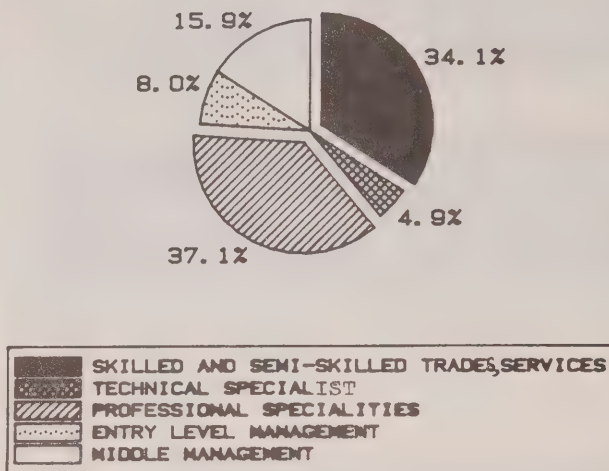
TABLE 9

NUMERICAL PLANNING TARGETS

MINISTRY	1981/82					1980/81		
	PLANNED PRIORITY FORMULA TARGETS	REVISED #: AS OF SEPT 30, 1981	# OF PFTs MET BY MAR. 31, 1982	# MET AS A % OF:		PLANNED PRIOR. FORM. TARG.	REVISED # AS OF SEPT.30 1980	# MET AS OF MAR. 31, 1981
				PLANNED #	REVISED # (IF DIFE)			
Agriculture & Food	13	18	16	123.1	88.9	2	8	13
Int. General	12	12	16	133.3		2	2	5
Civil Service Commission	0	0	0	---	---	1	1	2
Imm. & Soc. Services	11	11	3	27.3		17	19	29
Ins. & Comm. Relations	4	5	3	75.0	60.0	6	6	3
Tr. Services	89	63	68	76.4	107.9	98	98	101
Culture & Recreation	5	4	2	40.0	50.0	8	8	6
Educ./Colleges & Univers.	2	2	1	50.0		4	4	4
Energy	1	1	0	0.0	---	0	0	(5) ¹
Environment	11	11	7	63.6		9	6	4
Government Services	17	17	18	105.9		14	14	16
Health	8	7	8	100.0	114.3	19	19	8
Industry & Tourism	1	1	1	100.0		0	0	(8) ¹
Intergov. Affairs	2	0	0	0.0	---	0	0	0
Labor	4	4	3	75.0		6	6	7
Management Bd. of Cabinet	2	2	1	50.0		3	3	7
Int. Affairs								
Water & Housing	13	13	12	92.3		6	5	4
Water Resources	28	15	10	35.7	66.7	25	17	20
Health Affairs	2	0	(1) ¹	0.0	---	2	2	3
Revenue	38	22	35	92.1	159.1	34	35	50
Int. General	34	34	32	94.1		26	26	27
Transport. & Communic.	30	32	28	93.3	87.5	21	21	8
Treasury & Economics	0	0	(2) ¹	---	---	1	1	2
TOTALS	327	274	264+(3) ¹	80.7	96.4	304	301	319+(13) ¹

Estimated low turnover and availabilities precluded numerical planning targets at the start of the fiscal year or at the mid-year review. However, these ministries were able to achieve hires/promotions in under-represented classes within the ministries' priority areas.

10A: PERCENTAGE DISTRIBUTION OF
NUMERICAL PLANNING TARGETS MET
BY CHOICE OF PRIORITITES (1) FOR 1981/82



(1) REFER TO 'MINISTRY IMPLEMENTATION REQUIREMENTS' OF THE AFFIRMATIVE ACTION PROGRAM DIRECTIVE ON PAGE 4-55-1 OF THE APPENDIX TO THIS REPORT

10B: NUMERICAL PLANNING TARGETS
FOR HIRE/PROMOTIONS FOR WOMEN
REASONS THAT TOTAL NUMBER OF PRIORITY TARGETS WERE NOT MET

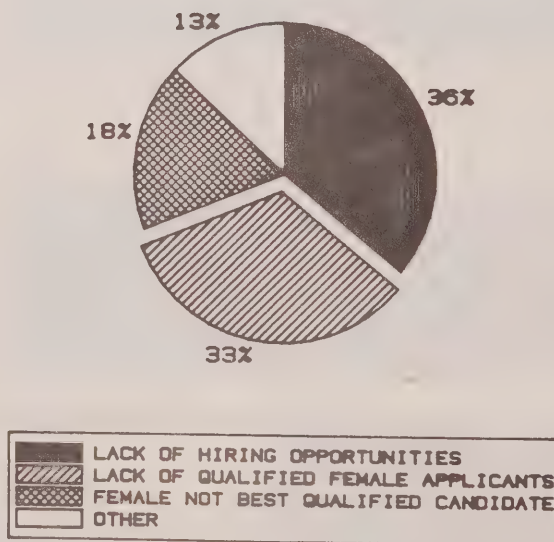


TABLE 11

STAFF TRAINING AND DEVELOPMENT
SERVICE-WIDE COMPARISONS¹

	1980/81			1981/82		
	MALE	FEMALE	F%	MALE	FEMALE	F%
Participants:	34,848	27,526	44.1%	31,731	27,731	46.6%
Change:				8.9% dec.	0.7% inc.	2.5% inc.
\$ Spent:	3,704,778	1,549,316	29.5%	4,075,167	1,869,250	31.4%
Change:				10% inc.	20.7% inc.	1.9% inc.
\$ Spent/Partic.:	106.31	56.29	--	128.43	67.41	--
Change:				20.8% inc.	19.8% inc.	--

1. These details have been summarized from 22 ministries' Staff Development Reports (all ministries that provided a breakdown of participants and dollars by males and females). Those providing only a total (male plus female) for (one of) participants and/or dollars are not included.

TABLE 12

SERVICE-WIDE SUMMARY OF RESOURCES USED FOR AFFIRMATIVE ACTION
IN THE ONTARIO PUBLIC SERVICE IN 1981/82

<u>\$ RESOURCES:</u>	<u>Direct</u>	<u>Indirect</u>	<u>W.C.E.O.</u>
	\$1,745,605	\$ 74,726	\$247,400 + \$300,000 A.A.I.F.*

= Total of \$2,367,731; based on 28,563 women in the O.P.S., the ratio is approximately \$83. per woman

* For further detail see Table 7A description.

<u>STAFF RESOURCES:</u>	<u>Full Time</u>	<u>Part Time</u>
Program Managers:	17	6
Program Assistants:	19	5
Secretarial:	8	17
(W.C.E.O.:	7 full time staff)	

CHAPTER 5

INTRODUCTION TO THE MINISTRY AND CROWN AGENCY CHAPTERS

INTRODUCTION TO MINISTRY CHAPTERS

The format for the 1981/82 Annual Report reflects the additional information being collected and reported by the ministries as required by the latest Directive on the Affirmative Action Program for Women Crown Employees. In response to this Directive, which took effect April 1, 1980, and continuing with the Government's management-by-results system each Deputy Minister is required to submit specific year-end information to the Women Crown Employees Office.

The Women Crown Employees Office is grateful to those who have contributed to this report, and to those who have supported the Affirmative Action Program (AAP) during the 1981/82 fiscal year.

Brief descriptions for the headings found in each Ministry chapter are listed below:

Total Number of Employees in the Ministry

This figure refers to the number of classified employees within that particular Ministry as of March 31, 1982, and does not include vacancies.

Women's Share of Ministry Employment

These figures reflect the number of female classified staff in the Ministry (as of March 31, 1982) and the percentage of Ministry employees women represent.

Women's Share of Female OPS Employment

This percentage reflects the representation of the Ministry's female classified staff out of the total number of women in the Ontario Public Service (OPS).

Salary Distribution

This section examines and compares the average salaries of women and men in the Ministry. Indicators are the percentage increase in average salaries and changes in the wage gap from 1980/81 to 1981/82.

In four ministries' chapters, the average salary reported is slightly different from that listed in Chapter 4, Table 3: Average Salary by Ministry and Sex. The differences are the result of: a) including data from affiliated commissions or corporations, and, b) separating the data from the two central organizations reporting to the Chairman of the Management Board of Cabinet.

Accelerated Career Development (ACD) Initiatives

This section, redesigned in 1981/82, shows the number of initiatives undertaken by the Ministry for its women, and includes initiatives sponsored under the 1981/82 Affirmative Action Incentive Fund (AAIF). The percentage of Ministry women this represents is based on the total number of initiatives. Accelerated career development initiatives include on-the-job training, job rotations, secondments, and full time sponsorship of special staff development.

Inventories

Any inventories reported by the Ministry's Affirmative Action Program are described here.

Summaries of the various types of inventories and data base information provided by ministries are included on Pages 48 and 49.

Allocation of Resources

The allocation of Ministry funds to carry out the Affirmative Action Program are broken down into two areas: Direct Resources are those funds allocated directly to the Program; Indirect Resources refer to those sources of funding provided by other areas within the Ministry, e.g., workshop funding provided by managers, books purchased by the library, or reports produced and funded by the Information Branch.

Staff Training and Development (ST & D)

This section has a new format and some basic indicators have been standardized. Statistics on participants have been taken from the Staff Development Report forms for 1981/82 as prepared by the ministries. Two percentage calculations are standardized for all ministries this year: comparison of female participants to the total number of ministry participants and to the total female population of the ministry. Notes on any trends, changes or specific information relating to the Ministry's Affirmative Action Program are also included in this section.

Occupational Distribution of Women in Ministry and

Hire/Promotion Progress Report in Under-Represented Classes

This table has been expanded again to display more information on women's occupational status.

The table shows the numerical distribution of female staff and their percent representation in each module (management positions) or category (bargaining unit positions).

The Table also documents women's experience in the selection process for filling vacancies in the Ministry during 1981/82. The vacancies reported here, by module and category, represent only under-represented classes (where women are less than 30% of the population) and include Waivers of Competition (for Management Modules) and surplus placements (for bargaining unit positions, as per Article 24 of the Collective Agreement).

For vacancies filled by competition, the table also shows, by sex, the number of applicants, those applicants considered qualified and those interviewed. The last two columns show the number of females hired, and the percentage this number is of the total hires in the module or category.

Regional Delivery

Ministries that have a regional delivery aspect to their Affirmative Action Program provide comments here about the types of activities undertaken for their women in regions outside the Metropolitan Toronto area.

Highlights of Ministry Affirmative Action Program

Ministries were asked to use this section to describe any elements of their Ministry Program they wished to highlight and that were significant to the Ministry's or corporate Affirmative Action Program goals. This section was also used to report any hires or promotions considered by the Ministry to be particularly significant, including breakthroughs (a hire/transfer/promotion/reclassification which contributes towards improving the Ministry's female occupational status/level).

INTRODUCTION TO AGENCY CHAPTERS

The Agency chapters differ from Ministry chapters in format and content since their reporting mechanism varied from that used by the Ministries in 1981/82. These chapters follow a similar format to that used in previous years.

DESCRIPTIVE SUMMARIES

There is a wide variety of information reported by the ministries for any aspect of the Program because each ministry creates individualized initiatives to meet both the ministry needs and the Program requirements. The following summaries are consolidations of the various descriptions for "data base" and "inventories" in the ministry chapters.

I Data Base

One of the basic requirements for the Affirmative Action Program is a data base, a set of permanent information files, which are available to meet the data processing and information requirements of the Program. In the Ontario Public Service, each individual ministry has set up and maintains its own data base, according to its individual program needs. The Women Crown Employees Office provides all ministries with core information from the computerized Personnel/Payroll system, on items such as classifications by salary distribution by sex, etc. and Ministry Personnel Offices collate information shared with the Affirmative Action Program.

Although the content of these various data bases is not co-ordinated and the information contained therein is quite varied, there are similarities. Statistical reports from Personnel Branches contain data on staffing movements and employee job status. Information on certain job categories is kept in detail; for example, the female population and staffing changes for the computer systems areas, or even as specialized as Tax Auditor and Property Assessment positions. Another example of one ministry's selective data base additions is the number of enrollments and graduates of Resource Management courses in Ontario universities and community colleges.

This information is essential for program design, implementation and evaluation. It provides the background for analysis of the competition process, occupational distribution, course participation, classifications and participation rates for women, salary differentials and career development activities. In addition to assisting Ministries in evaluating and selecting priority areas for the targetting component of the M.B.R., and developing Ministry Affirmative Action strategies and procedures, these data bases also provide the information required by the Women Crown Employees Office for the Annual Report on the Status of Women Crown Employees.

II Inventories

Inventories, lists of women designated by career related information, are maintained by Ministry Affirmative Action Program Offices. Five of them report that they are accessing the general Human Resources inventories, which are maintained by Personnel Branches. Although many of these lists are automatically maintained by the Ministry, participation is often voluntary and up to the individual initiative of the female employee.

A variety of inventories are maintained according to individual Ministry program needs. Ministries reported inventories containing information on Senior Women both within the Ministry and in external positions monitored by a Provincial Ministry (e.g. for senior positions within schoolboards). Other inventories contain data on female public employees who: are working in under-represented classes and non-traditional positions or who possess either an interest in or a potential for non-traditional positions, expressed an interest in on-the-job training opportunities or other Accelerated Career Development assignments, such as job rotations and secondments.

The most commonly maintained inventories are related to career development and Senior Women.

These lists, which are now beginning to be computerized, include participant information such as classification levels (updated when applicable), educational and occupational backgrounds, and career goals and might extend to analysis of necessary requirements to meet these ambitions.

Inventories are utilized by Affirmative Action Program Management and ministry management as a source to identify potential candidates for courses, on-the-job training assignments, Accelerated Career Development initiatives, task forces, committees and selected competitions.

Inventories are also used for assessing the usefulness of past Accelerated Career Development initiatives by tracking the careers of participants, and are valuable in succession planning and preparing Affirmative Action Branch plans and activities.

MINISTRY OF: AGRICULTURE AND FOOD

CHAPTER 6

Total Number of Employees in the Ministry: 1491

Women's Share of Ministry Employment: 35.7% (532)

Women's Share of Female OPS Employment: 1.9%

Salary Distribution

Women's average salary 1980/81: \$16,257.
 1981/82: \$17,980.
 An increase of 10.6%

Men's average salary 1980/81: \$24,077.
 1981/82: \$25,702.
 An increase of 6.7%

Women's average salary was 70.0% of men's in 1981/82 (compared to 67.5% in 1980/81), for a decrease in the wage gap of 2.5%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	2
-	Other ACDs:	32
-	TOTAL Number of initiatives undertaken by Ministry women:	34
-	% of Ministry women this represents:	6.4%

Inventories

The Ministry maintains three types of inventories:

1. Women with Potential for Non-Traditional Positions

This inventory lists all women in the Ministry who have demonstrated both the interest and ability to move into careers in administration, managerial, professional, technical or operational positions where women represent less than 30% of the occupational class. Nominations came from branch directors.

2. Women in Non-Traditional Jobs

Included in this inventory are all women employed in non-traditional jobs whether in the technical, professional or managerial fields. A 3-day course was given for women in these areas.

3. Senior Women in OMAF

An inventory listing of all women above AM level 17, and those in management positions in the Ministry. Periodically, these women meet to discuss relevant issues.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (%)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	13	24.1	8(4)	86	21	20	8	20	8	5(3)	62.5
Clerical	7	77.9	1(1)	--	--	--	--	--	--	0(0)	0.0
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	12	5.3	15(3)	39	9	34	8	32	8	1(0)	6.7
Technical	0	0.0	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	15	33.3	5	85	19	30	8	30	7	1	20.0
Clerical Services	133	80.1	--	--	--	--	--	--	--	--	--
General Operational Serv.	16	15.2	4(2)	15	0	15	0	15	0	0(0)	0.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	1	4.2	2	10	0	7	0	7	0	0	0.0
Office Services	197	98.5	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	69	24.4	22	260	93	85	36	83	36	9	40.9
Technical Services	69	19.6	14	192	33	79	9	77	9	2	14.3
TOTALS	532	35.7	71(10)	687	175	270	69	264	68	18(3)	25.4

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Allocation of Resources: Direct: \$60,443 Indirect: \$1,768

Staff Training and Development:

- Number of participants: # of Men 407
of Women 267
- Females as a % of Total Participants: 39.6%
- Female participants as a % of Ministry Females: 50.2%

Compared to 1980/81, the number of women participating in staff training and development courses of all types increased by 8.5%. Women's participation in the Technical or Professional courses increased by 9.7%, and in the Interpersonal or Personal courses, their participation increased by 18.6%.

Women comprise 35.7% of the Ministry's staff. The proportion of women participating in Staff Training and Development rose from 20.5% in 1975/76 to 39.6% in 1981/82. The women's share of the training dollar was 40.1% for 81/82.

An average of \$143.88 was spent for each female participant in staff development and training, representing 2% more than the \$141.02 spent for each male course participant during 1981/82.

In addition, two women were on duty assignments to complete a Ph.D. and diploma, respectively, in Agriculture, for 31 weeks.

Regional Delivery

The Affirmative Action Program Co-ordinator visited the Agricultural Colleges, Research Institutions, offices in Guelph and various counties.

The Co-ordinator met managers and gave seminars to managers and women on Affirmative Action and career development. Twenty-four women outside Queen's Park attended Regional Delivery Workshops.

Highlights of Ministry Affirmative Action Program

The Deputy Minister met with the Affirmative Action Program Co-ordinator to confirm the Ministry's commitment and direction to achieving results in Affirmative Action. The Program Co-ordinator met with branch directors and senior management to discuss the implementation of MBRs. Branch directors submitted MBRs on Affirmative Action and reported on results. However, a six-month Ministry freeze did restrict hiring.

Senior and middle managers in the Ministry led workshops for 46 women on "Nuts and Bolts of Managing in Government." The orientation gave an overview of Affirmative Action to new employees. Senior women continue to meet to discuss relevant issues. The Affirmative Action Council met quarterly representing head office and regional staff.

The Program Co-ordinator facilitated developmental assignments using the Ministry policy. She assisted managers and women to plan career development, job enrichment, and secondments. Managers continue to interview women focusing on career development and traditional positions. The Program Co-ordinator directed managers and women on using the Affirmative Action Incentive Fund. This helped managers to use developmental assignments for women to under-represented areas. The Program Co-ordinator held career and skill development seminars at Head Office and throughout Ontario.

Highlights of Ministry Affirmative Action Program (cont'd)

Fifteen women attended a career assessment course dealing with interest, aptitude and personality. Sixteen women attended a residential workshop for women in non-traditional careers.

The Program Co-ordinator did outreach on all competitions in non-traditional areas to attract more qualified women. The Ministry distributed "So You're Looking for a Job," to employees for career development and "So You're Looking for An Agricultural Career" to all students graduating from Colleges of Agricultural Technology in Ontario to inform them of Ministry careers. The Co-ordinator gave seminars on Affirmative Action to managers and to women students in agricultural programs about careers in the Ministry. Managers hired 46% women in the Experience '81 program to expose them to the Ministry and to prepare them for professional positions in the Ministry.

The Affirmative Action Information Committee published the newsletter "Affirmaction News."

Eight women were acting in positions ranging from clerical positions to acting directors. Breakthroughs included promotions to under-represented jobs such as Associate Director of Personnel Branch (AM-19), Assistant to the Deputy Minister (AM-14), Executive Assistant to Executive Director, Interpretation & Education Officer, Record Services Officer 2 and Manager Administrative support. A Financial Officer 1, who started as a Clerk 2, was promoted to Comptroller (AM-18) of Crop Insurance Commission. Through privatization, 37 men and 7 women left for the Dairy Herd Improvement Corporation July 1.

MINISTRY OF: THE ATTORNEY GENERAL

CHAPTER 7

Total Number of Employees in the Ministry: 3,105

Women's Share of Ministry Employment: 68.4% (2,123)

Women's Share of Female OPS Employment: 7.4%

Salary Distribution

Women's average salary 1980/81: \$15,874
 1981/82: \$18,094
 An increase of 14.0%

Men's average salary 1980/81: \$27,491
 1981/82: \$29,142
 An increase of 6.0%

Women's average salary was 62.1% of men's in 1981/82 (compared to 57.7% in 1980/81), for a decrease in the wage gap of 4.4%

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	7
-	Other ACDs:	<u>137</u>
-	Total number of initiatives undertaken by Ministry women:	144
-	% of Ministry women this represents:	6.8%

Inventories

A career counselling inventory, of individuals interested in particular jobs, and an ongoing analysis of positions and classifications by branch, were maintained by the Affirmative Action Program Office to advise individuals of both opportunities as they occur and sources of information for chosen field(s) of work.

The Office maintains another inventory of applicants to competitions for on-job training assignments in order to advise them about future training opportunities and jobs.

Allocation of Resources: Direct: \$118,400 Indirect: \$750

Staff Training and Development

-	Number of participants:	# of Men : 876	
		# of Women : 924	
-	Females as a % of total participants:		51.3%
-	Female participants as a % of Ministry females:		43.5%

The number of women participating in training and development increased by 36.3% over 1980/81.

Total training dollars spent on female employees increased by 21.5%.

The greatest increase in female participation was in the category of Technical/Professional courses.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	138	39.3	8(1)	71	36	32	14	28	13	0(0)	0.0
Clerical	42	72.4	1(1)	--	--	--	--	--	--	0(0)	0.0
Operational	0	0.0	--	--	--	--	--	--	--	-- ¹	--
Professional	77	17.3	60(20) ¹	436	196	147	81	118	68	20(7) ¹	33.3
Technical	--	--	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	51	37.8	5	45	17	17	8	13	7	1	20.0
Clerical Services	991	82.3	3(1)	31	5	13	1	12	1	1(1)	33.3
General Operational Serv.	0	0.0	--	--	--	--	--	--	--	--	--
Institutional Care/											
Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	4	33	1	23	1	19	1	0	0.0
Office Services	807	92.2	--	--	--	--	--	--	--	--	--
Scientific and											
Professional Services	17	70.8	--	--	--	--	--	--	--	--	--
Technical Services	0	0.0	--	--	--	--	--	--	--	--	--
TOTALS	2123	68.4	81(23)¹	616	255	232	105	190	90	22(8)¹	27.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

¹Includes promotions of 18 lawyers (6 females) "by committee". These are not waivers, but have been treated in a similar fashion in this chart.

Regional Delivery

Presentations about the Affirmative Action Program at management meetings and skill development workshops for women were held throughout the Province. As well, a monthly newsletter was sent to Managers and Affirmative Action Representatives.

The Incentive Fund accelerated career development assignments took place across the Province. In addition, the Affirmative Action Program sponsored regional women to attend courses.

Highlights of Ministry Affirmative Action Program

The appointment of the first female Legal Director was an addition to the Ministry's Executive Group.

Women made significant progress in the Legal Group. Two more women were promoted to the senior professional level of Legal PM-21(to)-24 and five women were hired/promoted to level Legal PM-19(to)-20. The eleven women who were hired to level Legal PM-14(to)-19 were a sufficient number to change this classification level from under-represented to integrated. (In this Ministry, each of these three groupings is considered to be one class 'level'.)

Women made gains in the Administrative Module, the Professional Module and the Administrative Services Category.

MINISTRY OF: THE CIVIL SERVICE COMMISSION

CHAPTER 8

Total Number of Employees in the Ministry: 171
Women's Share of Ministry Employment: 61.4% (105)
Women's Share of Female OPS Employment: 0.4%

Salary Distribution

Women's average salary	1980/81:	\$22,437
	1981/82:	\$24,554
	An increase of 9.4%	
Men's average salary	1980/81:	\$33,060
	1981/82:	\$36,744
	An increase of 11.1%	

Women's average salary was 66.8% of men's in 1981/82 (compared to 67.9% in 1980/81), for an increase in the wage gap of 1.1%. This increase is a direct result of the large turnover of senior level women as compared to senior level men in 1981/82. Although women were hired at a rate equal to their turnover, they tended to come in at the lower end of the salary range for their class, which results in a lower overall average salary. This should correct itself as the women progress through their salary ranges to maximum.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	0
- Other ACDs:	<u>14</u>
- Total number of initiatives undertaken by Ministry women:	14
- % of Ministry women this represents:	13.3%

Inventories

A Career Summary Inventory is maintained for all Civil Service Commission employees. The inventory, which outlines the educational level and occupational background of each Civil Service Commission employee, is used to assist management in making decisions about career development assignments.

<u>Allocation of Resources:</u>	Direct:	\$13,585	Indirect:	\$16,900
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Staff Training and Development

- Number of participants:	# of Men	: 95
	# of Women	: 108
- Females as a % of total participants:	53.2%	
- Female participants as a % of Ministry females:	102.9%	

(cont'd)

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	38	42.2	1	34	8	3	1	2	1	0	0.0
Clerical	7	87.5	--	--	--	--	--	--	--	--	--
Operational	--	--	--	--	--	--	--	--	--	--	--
Professional	0	0.0	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	5	55.6	--	--	--	--	--	--	--	--	--
Clerical Services	26	96.3	--	--	--	--	--	--	--	--	--
General Operational Serv.	0	0.0	--	--	--	--	--	--	--	--	--
Institutional Care/											
Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	--	--	--	--	--	--	--	--	--
Office Services	28	100.0	--	--	--	--	--	--	--	--	--
Scientific and											
Professional Services	1	100.0	--	--	--	--	--	--	--	--	--
Technical Services	--	--	--	--	--	--	--	--	--	--	--
TOTALS	105	61.4	1	34	8	3	1	2	1	0	0.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

Women's participation rate in staff training was 53.2% of courses attended by Civil Service Commission staff and 53.7% of person-days committed to staff development. Women's share of training dollars spent on courses and seminars was 53.4%. Female participants attended 30 Managerial/Supervisory courses, 59 Technical/Professional courses, 16 Interpersonal/Personal courses, and 3 Secretarial/Clerical courses.

Of the courses attended by women, 82.4% were Managerial and Professional, and 87.1% of training dollars spent on women were in this area.

Highlights of Ministry Affirmative Action Program

Women were able to maintain their level of representation in the Administrative Module (43%) and in the Personnel Administration group (49%), which is the Civil Service Commission's main occupational group, despite a high turnover of women staff. In fact, there was a 50% turnover of women at levels APL-18 and above in 1981/82. Women are not under-represented at any level within the Personnel Administration group.

Due to the fact that all its under-represented classes have small populations and low turnover, the Civil Service Commission was unable to set any formula hire/promotion targets in 1981/82. The Civil Service Commission exceeded its targets for providing women with accelerated career development assignments by six: seven women in Office Services/Clerical Services received assignments (four targetted) and seven women in Personnel and General Administration received assignments (four targetted).

Women were successful in 78.4% (29/37) of the competitions held in 1981/82, 17.0% above their representation in the ministry. At the officer level, women were successful in 66.7% (14/21) of the competitions. At the senior officer level (AM-18 and above), women were successful in 37.5% of the competitions. Women won five of the six developmental secondment competitions.

Although there were no executive level vacancies in the Civil Service Commission in 1981/82, it is encouraging to note that two women from the Civil Service Commission moved to executive level positions in other ministries and one woman moved to an associate director position in another ministry.

The Civil Service Commission also provided seven women from other ministries with developmental secondment opportunities during 1981/82.

Women's share of ministry employment increased by 0.1%, from 58.1% in 1980/81 to 58.2% in 1981/82.

MINISTRY OF: COMMUNITY AND SOCIAL SERVICES

CHAPTER 9

Total Number of Employees in the Ministry: 10,256

Women's Share of Ministry Employment: 61.3% (6,287)

Women's Share of Female OPS Employment: 22.0%

Salary Distribution

Women's average salary	1980/81:	\$ 16,375
	1981/82:	\$ 18,196
	An increase of 11.1%	
Men's average salary	1980/81:	\$ 19,373
	1981/82:	\$ 21,431
	An increase of 10.6%	

Women's average salary was 84.9% of men's in 1981/82 (compared to 84.5% in 1980/81), for a decrease in the wage gap of 0.4%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	7
-	Other ACDs:	172
-	Total number of initiatives undertaken	<hr/>
	by Ministry women:	179
-	% of Ministry women this represents:	2.8%

Inventories

A senior women's inventory for pay grades 18 and above was established in December of 1979. After an assessment process, four inventory participants were nominated to and attended the Public Service Commission of Canada Assessment Centre.

The inventory is being used as a source of referrals to management for task forces and committees, developmental assignments and selected competitions.

<u>Allocation of Resources</u>	Direct: \$123,600	Indirect \$ -
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Staff Training and Development

-	Number of participants:	# of Men : 4239
		# of Women : 7846
-	Females as a % of total participants:	64.9%
-	Female participants as a % of Ministry females:	124.8%

Out of the women attending courses during the fiscal year 1981/82, 73% attended Technical/Professional courses, 13% Interpersonal/Personal courses, 10% Managerial/Supervisory courses and 4% Secretarial/Clerical courses.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	269	34.6	38 (2)	639	203	232	79	162	67	15 (2)	39.5
Clerical	49	83.1	--	--	--	--	--	--	--	--	--
Operational	201	35.1	9	41	23	19	12	16	11	4	44.4
Professional	137	48.8	5 (1)	6	13	4	12	4	12	2 (0)	40.0
Technical	0	0.0	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	512	60.3	6	104	28	36	13	22	10	4	66.7
Clerical Services	634	81.6	--	--	--	--	--	--	--	--	--
General Operational Serv.	626	50.4	15	625	168	260	47	74	10	0	0.0
Institutional Care/ Correctional Services	2686	68.3	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	5	1.3	18	248	7	88	4	80	4	2	11.1
Office Services	605	98.5	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	519	74.5	--	--	--	--	--	--	--	--	--
Technical Services	44	74.6	2	2	0	2	0	2	0	0	0.0
TOTALS	6287	61.3	93 (3)	1665	442	641	167	360	114	27 (2)	29.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Regional Delivery

A province-wide network of representatives existed at the beginning of the fiscal year. However, in December, the responsibility for appointing representatives and initiating local meetings shifted from the Affirmative Action Office to local managers, and a Regional Advisory Committee was formed to ensure that an adequate liaison exists between staff in the divisions/regions and the Affirmative Action Office. The Affirmative Action Officers became much more visible in the regions, assisting employees in career planning, and assisting managers in planning initiatives, presenting workshops and increasing awareness of the Program.

Highlights of Ministry Affirmative Action Program

A major review of the effectiveness of the Ministry Program's implementation method was carried out in 1981/82. Based on the results, a much stronger emphasis is being placed on shifting the responsibility for program implementation to local managers and ensuring management accountability.

On the basis of input from interviews held with several female employees and managers, the Program mandate was further clarified. A review was also done of the structure and role of the Affirmative Action Office, and as a result the positions in the Office were reviewed and upgraded.

A major effort will be made during 1982/83 to increase awareness of and build up enthusiasm for the Program across the province. To help with this, an audio-visual presentation was developed during 1981/82, explaining the Program and showing the ways in which Ministry employees can use the resources of the Affirmative Action Office.

Several hire/promotion activity achievements were made during the year. A female Occupational Health and Safety Officer was hired at Southwestern Regional Centre and is now the only woman in the Fire Safety Inspector classification. The two Motor Vehicle Operator positions advertised during the year were filled by women, slightly improving the previous 56:1 male:female ratio in that classification. The two women appointed to OM-16 and OM-15 classifications are the only women at these levels; one as a Hospital Housekeeper at Oxford Regional Centre, and the other as a Food Services Manager at Southwestern Regional Centre.

At the more senior levels, a woman was the successful candidate in a competition for Regional Planning Manager (Program Analysis AM-21) in the North, a position which has traditionally been filled by men, and two senior female Systems Managers were appointed in the Management Information Systems Branch at the Systems Services AM-20 level. Strides were also made in the financial area, where women were appointed to both the Executive Director of Finance and Director of Financial Planning and Corporate Analysis positions, and four Regional and Area Financial Officer positions were filled by women.

MINISTRY OF: CONSUMER AND COMMERCIAL RELATIONS

CHAPTER 10

Total Number of Employees in the Ministry: 1,720
Women's Share of Ministry Employment: 62.8% (1081)
Women's Share of Female OPS Employment: 3.8%

Salary Distribution

Women's average salary 1980/81: \$14,423
1981/82: \$16,708
An increase of 15.8%

Men's average salary 1980/81: \$22,661
1981/82: \$25,195
An increase of 11.2%

Women's average salary was 66.3% of men's in 1981/82 (compared to 63.6% in 1980/81), for a decrease in the wage gap of 2.7%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	2
-	Other ACDs:	62
-	Total Number of initiatives undertaken by Ministry women:	<hr/> 64
-	% of Ministry women this represents:	5.9%

Inventories

The Affirmative Action Career Inventory contains data on female employees earning a minimum of \$17,000 per annum as of March 31, 1982. This data consists of career information forms completed by those women interested in accelerated career development, corresponding supervisors' assessments and formal training plans designed expressly for any of the interested women recommended for accelerated career development. Alternate documents, signed by presently disinterested women and their supervisors, also form an integral part of the inventory. A cardex tracking system, which follows the activities of those women in the inventory, complements the other documents.

The career information is filed by work units totalling 15, and the tracking system is filed by career goals, totalling twenty-two. Updating as to eligibility for inclusion in the inventory occurs quarterly. Due to the confidential nature of the contents, the inventory is located in the Program Manager's office.

The inventory is accessed to identify qualified female candidates for developmental and promotional opportunities.

Allocation of Resources: Direct: \$63,107 Indirect: \$12,426

**OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES**

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	791	39.3 ¹	13(3)	107	26	44	4	42	4	5(2)	38.5
Clerical	24	88.9	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	6	15.4	2	46	10	5	1	5	1	1	50.0
Technical	0	0.0	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	24	19.4	15	185	120	47	22	43	22	6	40.0
Clerical Services	732	79.0	3	3	4	3	4	2	3	1	33.3
General Operational Serv.	0	0.0	1	1	0	1	0	1	0	0	0.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	1	1.2	1(1)	--	--	--	--	--	--	0(0)	0.0
Office Services	212	92.2	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	1	7.7	--	--	--	--	--	--	--	--	--
Technical Services	2	4.7	1	1	10	0	7	0	7	1	100.0
TOTALS	1081	62.8	36(4)	343	170	100	38	93	37	14(2)	38.9

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"
(1) Includes 5 women, acting as Land Registrars.

Staff Training and Development

- | | | | | |
|---|---|------------|---|-------|
| - | Number of participants: | # of Men | : | 241 |
| | | # of Women | : | 399 |
| - | Females as a % of total participants: | | | 62.3% |
| - | Female participants as a % of Ministry females: | | | 36.9% |

The 1981/82 Staff Development report indicated several significant increases in female course participation as compared to the 80/81 figures.

There was a 108% (81) increase in the total number of women taking external courses. Female participation in Technical/Professional courses increased by 9.5% (12) and 95% (18) of the participants at the Career Planning workshop were female.

The total staff dollars allotted to female course participants increased by 18.7% to bring the female share of total training dollars to \$67,949.98.

Regional Delivery

All interested women earning above \$17,000 were interviewed by their managers regarding their career goals.

An Affirmative Action Regional Representatives' Conference was held for 68 regional representatives. This 1½ day conference provided the women with an update on Affirmative Action, as well as information on a number of areas in which the women had indicated an interest. The Affirmative Action Program Manager delivered an evening presentation on Affirmative Action at Symposium 81 in London, Ontario. Eight women attended workshops sponsored by the Regional Delivery Task Force. The Ministry's Systems training project was open to regional female staff as well. Visits were made by the Affirmative Action Program Manager to two registry offices in Ottawa.

Information kits were forwarded to regional offices on a bi-monthly basis. A section of the Affirmative Action bi-monthly newsletter was devoted to regional information.

Affirmative Action Program Manager reported regularly to Regional Executive meetings of Real Property Registration Branch, Property Rights Division. A senior manager was named as the Affirmative Action contact person between Real Property Registration Branch and Women's Advisory Office.

Highlights of Ministry Affirmative Action Program (including Breakthroughs)

The Affirmative Action Program is now fully integrated into the Ministry's Planning cycle. Separate accounting codes were established to allow units to report direct Affirmative Action expenditures only. Three formula and four non-formula hire/promotion targets were met.

MCCR continued its training program to better qualify women in the systems field; 121 women were tested to determine native aptitude for systems work. Five women were accepted into the apprenticeship program based on their test results. This training program has been a very positive initiative.

MCCR was represented on two of the four task forces of the Affirmative Action Council.

The Administrative Module, which now has 39% female representation, has some significant hire/promotion activity from April-September, 1981, where 68.4% of all hires/promotions (not limited to under-represented classes) were women (13 females, six males).

Highlights of Ministry Affirmative Action Program (cont'd)

Special development was provided for one female to become qualified for a position in the Executive Compensation Plan. First female in role of Vice-Chairperson for the Ministry's United Way Campaign and, in addition, three women were chosen as trainees for the Government's United Way Campaign.

Fifteen females moved into under-represented sex-typed classification series - one as a Land Registrar 3; two as Financial Officer 3; one as an Executive Officer 1; one as a Records Services Officer 2; one as a Library Technician 2, one as an Investigator 2, OSC; one as a Clerk 7 General; one as a Public Relations Officer 2; one as a Legal PM 19-20; one as a General Admin. AM-17; two as General Admin. AM-18; one as a Law Admin. AM-18; one reclassified as a Personnel Admin. AM-18.

Three females became firsts in a particular position - one as Secretary to Ontario Securities Commission; one as Manager, Central Registration, Business Practices Division; one as Executive Assistant to the Deputy Minister.

One woman became the first to act as the Chief Accountant.

MINISTRY OF: CORRECTIONAL SERVICES

CHAPTER 11

Total Number of Employees in the Ministry: 4844
Women's Share of Ministry Employment: 25.5% (1233)
Women's Share of Female OPS Employment: 4.3%

Salary Distribution

Women's average salary 1980/81: \$17,384
 1981/82: \$19,092
 An increase of 9.8%

Men's average salary 1980/81: \$20,783
 1981/82: \$22,094
 An increase of 6.3%

Women's average salary was 86.4% of men's in 1981/82 (compared to 83.6% in 1980/81), for a decrease in the wage gap of 2.8%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	1
-	Other ACDs:	<u>43</u>
-	Total number of initiatives undertaken by Ministry women:	44
-	% of Ministry women this represents:	3.6 %

Inventories

A Computerized Personnel Inventory System was established in April, 1981, and is accessed for supplementary data for the Affirmative Action Program data base. In addition, it is anticipated that the inventory will be accessed in future for secondments and developmental assignments.

Allocation of Resources: Direct: \$57,702 Indirect: \$11,000

Staff Training and Development

-	Number of participants:	# of Men : 3929
		# of Women : 1020
-	Females as a % of total participants:	20.6%
-	Female participants as a % of Ministry females:	82.7%

Two Special courses, Managing Life Skills for Women (November, 1981) and Project Management (March, 1982), were designed to prepare the women who participated in the Assessment Centre for Women for management positions.

As part of keeping female employees of the Ministry informed about the issues that may affect them, the Affirmative Action Program staff conducted 2 Office of the Future seminars and a series of lunchtime sessions on the topic of office automation.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	51	16.3	10(8)	20	0	20	0	20	0	3(3)	30.0
Clerical	9	81.8	--	--	--	--	--	--	--	--	--
Operational	16	3.7	19(2)	176	7	149	5	131	5	2(0)	10.5
Professional	21	38.9	1	6	1	6	0	6	0	0	0.0
Technical	--	--	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	131	32.0	1	0	1	0	1	0	1	1	100.0
Clerical Services	265	84.4	--	--	--	--	--	--	--	--	--
General Operational Serv.	20	12.5	18	418	201	94	23	87	29	2	11.1
Institutional Care/ Correctional Services	338	13.1	303	2420	538	746	208	738	207	64	21.1
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	12	108	2	72	2	49	2	0	0.0
Office Services	277	98.9	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	103	68.2	1	0	1	0	1	0	1	1	100.0
Technical Services	2	40.0	--	--	--	--	--	--	--	--	--
TOTALS	1233	25.5	365(10)	3148	751	1087	240	1031	245	73(3)	20.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

The Ministry of Correctional Services has two Staff Training Branches: Community Programs Staff Training and Institutional Staff Training. The breakdown of women's participation in staff training and development programs for the fiscal year 1981/82 is 53.2% (Community Programs Staff Training) and 13.1% (Institutional Staff Training).

Regional Delivery

The focus of the Programs continues to concentrate on managers being aware of the objectives of the Affirmative Action Program and having responsibility for implementing them. The Affirmative Action Program staff travel across the province to provide consulting services to managers concerning their contribution to planning and implementing the Program.

Highlights of Ministry Affirmative Action Program

Women have continued to increase their representation in two traditionally male occupations, Correctional Officer and Probation/Parole Officers. The female proportion of the total employees in the Probation/Parole series has now reached 30%. Two of the three classification levels in this series, Probation/Parole Officers 1 and 2, are no longer under-represented.

In the Probation and Parole series, the number of women has increased 218% from 39 in March 1975 to 124 in March 1982. The number of women in the Correctional Officer series has increased by 96.6% from 174 in March 1975 to 342 in March 1982.

During the fiscal year 1981/82, women improved their representation in the Ministry from 25.0 percent in March 1981 to 25.45 percent in March 1982.

In 1981, the first year following the establishment of the Women's Assessment Centre, developmental secondments in non-traditional areas were arranged for participants to prepare them for management positions. Special courses were also designed in accordance with their needs.

During the fiscal year 1981/82 the Ministry identified 89 (revised in Sept./82 to 63) priority targets and achieved 68.

The Affirmative Action Program staff conducted two seminars and a series of lunchtime sessions related to the trend to use microtechnology in the workplace to assist the women in preparing for future working conditions.

MINISTRY OF: CULTURE AND RECREATION

CHAPTER 12

Total Number of Employees in the Ministry: 798
Women's Share of Ministry Employment: 48.7% (389)
Women's Share of Female OPS Employment: 1.4%

Salary Distribution

Women's average salary 1980/81: \$18,138.
 1981/82: \$20,100.
 An increase of 10.8%

Men's average salary 1980/81: \$24,056.
 1981/82: \$25,995.
 An increase of 8.1%

Women's average salary was 77.3% of men's in 1981/82 (compared to 75.4% in 1980/81), for a decrease in the wage gap of 1.9%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	0
-	Other ACDs:	27
-	Total Number of initiatives undertaken by Ministry women:	<hr/> 27
-	% of Ministry women this represents:	6.9%

Inventories

Inventory of senior women that identifies all women in executive and management compensation plans, by class levels.

Inventory of all women in feeder groups to management and executive compensation plans from level 15 and above, for contact when positions at the senior levels are advertised.

Skeleton inventory of ministry women in non-traditional jobs and under-represented classifications.

Inventory and tracking of women who have undergone accelerated career development initiatives.

Skeleton inventory of ministry women who have expressed interest in accelerated career development initiatives through the ministry's work planning and performance review process.

Allocation of Resources: Direct: \$53,952. Indirect: \$7,030.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	57	44.2	5	69	36	23	14	14	7	2	40.0
Clerical	10	83.3	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	4	14.3	1	27	18	4	4	4	4	1	100.0
Technical	0	0.0	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	50	36.2	3	263	147	90	50	20	18	2	66.7
Clerical Services	79	84.9	1	12	4	2	2	2	1	0	0.0
General Operational Serv.	7	16.3	3	176	14	52	5	14	2	0	0.0
Institutional Care/ Correctional Services	3	100.0	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	1	1.0	--	--	--	--	--	--	--	--	--
Office Services	129	98.5	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	18	42.9	1	79	58	6	14	4	7	0	0.0
Technical Services	31	46.3	1	6	0	5	0	4	0	0	0.0
TOTALS	389	48.7	15	632	277	182	89	62	39	5	33.3

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development

- Number of participants: # of Men : 90
 # of Women : 167
- Females as a % of total participants: 65.0%
- Female participants as a % of Ministry females: 42.9%

Women received 64% of the total tuition/related expense dollars spent by the ministry (an increase of 5.5 % over 80/81).

Women received 75% of the total person days devoted to staff development (an increase of 4.7% over 80/81).

An interesting trend was reflected in comparing 80/81 training and development data with 81/82. Participation in Interpersonal/Personal courses dropped by 45% with a marked increase in specific job-related skills courses.

Regional Delivery

Affirmative Action representatives from each of the Ministry's regional offices have been appointed.

Women in the field were sponsored to attend workshops held by the Affirmative Action Council's Regional Task Force. In addition, appropriate affirmative action materials were distributed to the field on an ongoing basis.

Highlights of Ministry Affirmative Action Program

The first woman was appointed director of the Ministry's Internal Audit Branch as a result of a reclassification to a previously under-represented classification.

The Ministry appointed its first female director of Legal Services.

The first woman was hired into the executive officer 2 (B/U) classification in a position not previously held by a woman. The first woman was hired at a Public Relations Officer 3 level.

The Ministry exceeded its accelerated career development initiatives. Nine were planned (2.0% of ministry women) and 27 were actually undertaken (6.9% of ministry women).

The Ministry targetted for one hire/promotion for the Social Program Administration AM-18 level. This target was met; in addition, reclassifications raised the number of women in this level by 2 more.

The Ministry also reclassified two women into under-represented classifications in the General Admin. series (at AM-17 and AM-19) thereby raising the female representation.

MINISTRY OF: EDUCATION/COLLEGES & UNIVERSITIES CHAPTER 13
(Including Education Relations Commission)

Total Number of Employees in the Ministry: 2080
Women's Share of Ministry Employment: 56.7% (1179)
Women's Share of Female OPS Employment: 4.1%

Salary Distribution (Including Education Relations Commission)

Women's average salary 1980/81: \$16,689.
1981/82: \$18,832.
An increase of 12.8%

Men's average salary 1980/81: \$27,669.
1981/82: \$29,940.
An increase of 8.2%

Women's average salary was 62.9% of men's in 1981/82 (compared to 60.3% in 1980/81), for a decrease in the wage gap of 2.6%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	4
-	Other ACDs:	37
-	Total number of initiatives undertaken by Ministry women:	41
-	% of Ministry women this represents:	3.5%

Inventories

The Unit maintains a detailed file on all Ministry civil servants by branch and regional/field office for information related to occupational distribution, staff development and hire/promotion activities. It is used to identify women who are potential candidates for accelerated career development initiatives and/or for filling under-represented positions.

Allocation of Resources: Direct: \$107,300 Indirect: \$5865

Staff Training and Development

-	Number of participants:	# of Men : 1816
		# of Women : 1584
-	Females as a % of total participants:	46.6%
-	Female participants as a % of Ministry females:	134.4%

The female participation rate in the categories of Managerial/Supervisory and Technical/Professional courses increased by 2% to a new total of 42.4% in 1981/82; the rate decreased by 22% to a new total of 57.2% in Interpersonal and Secretarial/Clerical courses.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	62	32.3	15(2)	299	82	121	32	60	31	7(1)	46.7
Clerical	29	82.9	--	--	--	--	--	--	--	--	--
Operational	2	16.7	--	--	--	--	--	--	--	--	--
Professional	29	19.9	4	125	59	31	14	15	9	1	25.0
Technical	--	--	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	32	31.4	10	184	68	47	23	27	21	6	60.0
Clerical Services	295	81.0	--	--	--	--	--	--	--	--	--
General Operational Serv. Institutional Care/	98	59.4	3	29	0	14	0	14	0	0	0.0
Correctional Services	130	69.5	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	6	8.7	--	--	--	--	--	--	--	--	--
Office Services	365	97.3	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	110	45.8	7	44	7	19	4	15	4	3	42.9
Technical Services	21	10.9	7	188	64	36	22	23	8	1	14.3
TOTALS	1179	56.7	46(2)	869	280	268	95	154	73	18(1)	39.1

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

Between 1980/81 and 1981/82, the average training cost per female participant increased by \$12 while the average training cost per male participant decreased by \$37.

During 1981/82, there was an increase of 103 in the total number of female participants in staff training and development compared to 1980/81; the number of male participants increased by 448.

Regional Delivery

There is a Communications Network made up of representatives from all branches, regions and field offices. This system is in place to provide information to and also seek information and suggestions from all employees.

The Co-ordinator visited several regional offices during the year to present affirmative action information sessions, and to discuss areas of concern.

Highlights of Ministry Affirmative Action Program

The Unit co-ordinated noon-hour programs for the employees, covering a variety of subjects such as Security of the Female and Investments. The Affirmative Action Unit made presentations at the orientation sessions for new employees.

Hire/Promotion breakthroughs included the first female Native person hired as an Education Officer (E. O. 2), and the first females hired as Senior Policy Advisor (General Administrator AM-21) and as Senior Policy and Planning Advisor (Program Analyst AM-21).

The Unit analyses the Affirmative Action portion of the Multi-Year Plan submitted by all 22 Colleges and makes recommendations to the Council of Regents. Ministry data on school boards' staffing patterns was provided on request to assist in the development of affirmative action programs in the boards. The Unit annually updates and analyses data on male/female staff in elementary and secondary schools.

The Co-ordinator served as a member on internal and external ministry work-groups established to recommend strategies to increase the participation of female youth in studies for non-traditional occupations. As well, the Unit initiated an analysis of a sample collection of enrolment, by subject and course, of male/female students at the secondary level and provided assistance, on request, in the development and implementation of non-sexist curriculum materials.

The Deputy Minister issued a memo to the Boards of Education re: The Science Council of Canada's Statement of Concern: The Science Education of Women in Canada. The memo urges teachers, parents, and counsellors to take positive actions to encourage greater participation of female students in mathematics and science courses. In addition, the Ministry of Colleges and Universities funded a documentary film Breaking Through as a teaching and public education vehicle to assist in the development of a curriculum for pre-trades programs.

The Ministry annually updates an extensive data base for each branch, regional/field office on all aspects of the Program, including the career path of former accelerated career development initiatives participants. There are plans to place all the data files onto a computerized system. Data is also maintained for staff of School Boards.

MINISTRY OF: ENERGY

CHAPTER 14

Total Number of Employees in the Ministry: 146

Women's Share of Ministry Employment: 50.0% (73)

Women's Share of Female OPS Employment: 0.3%

Salary Distribution

Women's average salary	1980/81:	\$16,695
	1981/82:	18,189
	An increase of 8.9%	
Men's average salary	1980/81:	\$34,952
	1981/82:	37,525
	An increase of 7.4%	

Women's average salary was 48.5% of men's in 1981/82 (compared to 47.8% in 1980/81), for a decrease in the wage gap of 0.7%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	-
-	Other ACDs:	8
-	Total number of initiatives undertaken	8
	by Ministry women:	8
-	% of Ministry women this represents:	11.0%

Inventories

Informal only at the present time.

Allocation of Resources: Direct: \$23,114 Indirect: \$ --

Staff Training and Development

-	Number of participants:	# of Men	:	48
		# of Women	:	68
-	Females as a % of total participants:			58.6%
-	Female participants as a % of Ministry females:			93.1%

The Ministry of Energy is very active in its encouragement of staff training and development for employees. More women than men took part in courses this year (58.6% of the participants) and although the average cost per female participant was only 32.6% that of the average male participant cost, more than twice as many females attended Managerial/Supervisory training. One-sixth of the female participants took Secretarial/Clerical training and 50% of the female participants took Managerial/Supervisory training and development courses. This was an increase of 38.2% for Managerial/Supervisory training for females over last year. In general our Training and Development participation/dollars spent were down last year and women received 31.6% of these dollars as compared to 41% last year.



OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	8	26.7	4	101	34	43	14	24	6	2	50.0
Clerical	4	100.0	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	3	6.8	26(2)	559	49	104	23	82	11	3(0)	11.5
Technical	--	--	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	3	33.3	2	118	91	11	9	13	9	0	0.0
Clerical Services	18	90.0	--	--	--	--	--	--	--	--	--
General Operational Serv.	--	--	--	--	--	--	--	--	--	--	--
Institutional Care/	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	--	--	--	--	--	--	--	--	--	--	--
Office Services	32	100.0	--	--	--	--	--	--	--	--	--
Scientific and											
Professional Services	3	75.0	3	159	63	50	26	17	14	2	66.7
Technical Services	2	100.0	--	--	--	--	--	--	--	--	--
TOTALS	73	50.0	35(2)	937	237	208	72	136	40	7(0)	20.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Highlights of Ministry Affirmative Action Program

In 1981/82 the Ministry of Energy had 17 women earning in excess of \$23,000 with 6 of these earning in excess of \$30,000. These women are in the Professional, Technical and Administrative modules and represent an increase of 21% from 1978/79. The Ministry has great difficulty in identifying priority targets in under-represented classes according to the corporate formula, since the numbers of positions are low and the number of experienced women available at senior levels in specialized fields is still very low or nonexistent. However, in keeping with our interest and attention to advancing women as much as possible, this year we were able to hire 7 women into under-represented classes which was 21% of the total hired. Five of these 7 were at the 17 level or higher. As well, we achieved several breakthroughs with 3 women reaching the advisor levels in highly technical/professional fields.

The Ministry is also pleased with the career development opportunities/promotions of its Administrative Support staff. Our "office of the future" has provided upward mobility for 25 women in the past 3 years. Seventeen have progressed upward at least once, many twice and 2 have moved into the administrative management stream. As well, accelerated career development initiatives such as secondments, acting assignments and job rotations have given another 8 women in this category some exposure and opportunity to develop and acquire additional skills in the past year.

The senior level women in the Ministry took part in an initial special luncheon for women in small ministries. It provided an opportunity for these women to learn more about the senior inventory (SAAC) and meet with their peers in other smaller ministries.

CHAPTER 15

MINISTRY OF: THE ENVIRONMENT

Total Number of Employees in the Ministry: 2,023

Women's Share of Ministry Employment: 20.9% (422)

Women's Share of Female OPS Employment: 1.5%

Salary Distribution

Women's average salary	1980/81:	\$15,725
	1981/82:	17,758
	An increase of 12.9%	

Men's average salary	1980/81:	\$24,323.
	1981/82:	25,706.
	An increase of 5.7%	

Women's average salary was 69.1% of men's in 1981/82 (compared to 64.7% in 1980/81), for a decrease in the wage gap of 4.4%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	4
- Other ACDs:	21
- Total Number of initiatives undertaken by Ministry women:	25
- % of Ministry women this represents:	5.9 %

Inventories

The Affirmative Action Program has created a Career Inventory of all women in the Ministry who have expressed definite career categories and who have wished to participate. The career categories are: Accounting/Finance/Program Analysis; Data Processing/Programming; Engineering/Resource Management/Scientific/Technical; Managerial/Administrative; Personnel; Records Management/Purchasing; Secretarial/Clerical/Word Processing; Skills & Trades. Each personnel representative and the manager of Human Resources is to receive a copy. The Inventory will be updated twice yearly for changes/additions/deletions. There is a page profile on each woman which is inserted into the appropriate Career area. It will be used extensively by the A.A.P.M.

The senior women in the Ministry who are in the Management group or the feeder group (which contains those whose position requires a degree) are also part of our Staff Resources Inventory which has been created through our Human Resources Program and is supported and directed by our Senior Management. It also profiles each employee both male and female for use in succession planning, job rotations and secondments.

Allocation of Resources: Direct: \$39,265 Indirect: \$ --

Staff Training and Development

- Number of participants:	# of Men	: 1261
	# of Women	: 233
- Females as a % of Total participants:		15.6%
- Female participants as a % of Ministry females:		55.2%

**OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES**

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	15	24.6	3(1)	8	18	2	8	2	8	2(0)	66.6
Clerical	13	92.9	--	--	--	--	--	--	--	--	--
Operational	0	0.0	11(2)	161	1	58	0	58	0	0(0)	0.0
Professional	11	3.2	19(4)	132	8	59	3	59	3	1(0)	5.3
Technical	0	0.0	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	6	13.3	3	69	24	9	3	9	3	1	33.3
Clerical Services	108	74.5	--	--	--	--	--	--	--	--	--
General Operational Serv.	1	3.3	5	393	4	28	1	28	1	0	0.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	4	0.9	72(1)	1892	14	292	3	292	3	0(0)	0.0
Office Services	177	96.2	2	53	14	6	3	6	3	1	50.0
Scientific and Professional Services	30	18.1	25	460	126	85	29	85	29	7	28.0
Technical Services	57	12.2	29	860	142	133	12	133	12	1	3.4
TOTALS	422	20.9	169(8)	4028	351	672	62	672	62	13(0)	7.7

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

In terms of both number of participants and money spent, the 1981/82 fiscal year saw marked improvement over 1980/81 in the area of Staff Training and Development.

In all four types of courses, improvement was noted for females. In the Interpersonal/Personal and Secretarial/Clerical categories the dollars spent more than doubled.

As in 1980/81 the largest discrepancy between males and females was in the Technical/Professional area. Here women represented less than 10 percent of the participants and dollars spent.

There was a 5% increase in the amount of money spent on staff training and development courses for females.

Regional Delivery

The Affirmative Action Program Manager visits each region at least once a year to provide an information update session on Affirmative Action and provide counselling services. The five regional representatives participate in a regional day in Toronto and also meet in person with the Women's Advisory Committee. The Women's Advisory Committee monthly meetings are also teleconferenced to the regional representatives and they receive the monthly minutes and information kits to share with the women in their area.

Highlights of Ministry Affirmative Action Program

The Ministry held a Career Development Centre for Women in September/81. There were 12 participants, four from each of the three divisions. The Centre was designed to identify women who have potential for first level management. The results of the Centre helped provide these women with accelerated career development plans to meet this objective.

The management dimensions and qualities evaluated were:

- Communication
- Leadership
- Organization & Planning
- Problem Analysis
- Decision Making

Multiple assessment techniques were used: written and oral presentation, simulation exercises, both individual and group, which were developed or taken from tested and prepackaged material. Trained assessors were drawn from within and outside the Ministry.

One significant breakthrough occurred when a woman moved from the Secretarial stream into the Program Analysis classification as a Junior Analyst.

Four developmental assignments of four months each were implemented and sponsored by the Ministry. Two were into the Environmental Technician area, one into the Regional Health & Safety program and one into the Purchasing area. Three of the four assignments took place within the Ministry. The fourth (into Purchasing) rotated among the Ontario Science Centre, Culture & Recreation & Government services. All the assignments consisted of on-the-job training.

Noon hour programs were held from October to April with separate noon hour programs held at the Laboratory Service Branch. Both programs were sponsored by the Women's Advisory Committee.

The Women's Advisory Committee with the Affirmative Action Program Manager published a newsletter.

MINISTRY OF: GOVERNMENT SERVICES

CHAPTER 16

Total Number of Employees in the Ministry: 2825
Women's Share of Ministry Employment: 32.5% (917)
Women's Share of Female OPS Employment: 3.2%

Salary Distribution

Women's average salary	1980/81:	\$14,551.
	1981/82:	\$17,055.
	An increase of 17.2%	
Men's average salary	1980/81:	\$20,833.
	1981/82:	\$22,644.
	An increase of 8.7%	

Women's average salary was 75.3% of men's in 1981/82 (compared to 69.8% in 1980/81), for a decrease in the wage gap of 5.5%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	3
-	Other ACDs:	56
-	Total number of initiatives undertaken by Ministry women:	59
-	% of Ministry women this represents:	6.4%

Inventories

The Ministry of Government Services Affirmative Action Program maintains an inventory of senior women (earning \$25,000.00 per annum and over), who convene at afternoon meetings several times a year. Some of these are also attended by the Deputy Minister. These meetings assist women to clarify their career objectives and goals and increase the number of women interested in Senior Management positions.

M.G.S. A.A.P. also maintains an inventory of employees seeking career progression. Through career counselling interviews and completion of a career development questionnaire, the employee's career goal is identified and, where applicable, assistance is provided (educational, job rotation). This Program has an excellent success rate, enabling women to compete successfully for positions in line with their career goal.

Allocation of Resources: Direct: \$142,100 Indirect: \$ --

Staff Training and Development

-	Number of participants:	# of Men : 576
		# of Women : 448
-	Females as a % of total participants:	43.8%
-	Female participants as a % of Ministry females:	48.9%

Expenditures for women's training in 1981/82 exceeded their representation in the Ministry by 3.8% and increased significantly over last year's expenditures

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)		# of Applicants		# Qualified		# Interviewed			Women Hired	
	# as of 31/03/82	% of Mod./Cat.			M	F	M	F	M		F	Total # (*)	As a % of Vacancies Filled
MODULE													
Administrative	47	18.5	26(6)		319	47	85	9	82		9	5(2)	19.2
Clerical	26	74.3	1		2	1	1	1	1		1	1	0.0
Operational	12	9.6	21		267	6	87	3	86		3	1	4.8
Professional	10	13.5	8		109	0	45	0	44		0	0	0.0
Technical	1	7.7	1		24	5	4	1	4		1	0	0.0
CATEGORY													
Administrative Services	70	25.0	62		640	147	199	47	196		45	16	25.8
Clerical Services	280	74.1	--		--	--	--	--	--		--	--	--
General Operational Serv.	114	29.8	18		589	23	70	9	70		9	3	16.7
Institutional Care/													
Correctional Services	--	--	--		--	--	--	--	--		--	--	--
Law Enforcement Services	--	--	--		--	--	--	--	--		--	--	--
Maintenance Services	6	0.9	54		779	10	206	3	201		2	1	1.9
Office Services	314	76.4	16		88	31	53	10	51		10	3	18.8
Scientific and													
Professional Services	21	65.6	1		28	9	4	0	4		0	0	0.0
Technical Services	16	8.9	30		497	97	122	23	113		20	5	16.7
TOTALS	917	32.5	238(6)		3342	376	876	106	852		100	35(2)	14.7

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

by 64.8%. As in 1980/81, M.G.S. women took more courses of a Technical/ Professional nature than in any other category, and this year's expenditure in that area is more than double that of 1980/81, representing 50.9% of the dollars spent for women's development. Women received 36.3% of the total educational assistance expenditure, and 55% of the paid leave granted to all M.G.S. employees, both of which exceed their share of Ministry employment (32.5%).

Regional Delivery

The Ministry has a network of A.A. Representatives in both regional and head offices.

The A.A.P. provides information to all employees via the newsletter, Equilibrium. Career development and related information seminars are held in regional offices on a regular basis providing the opportunity for information exchange and individual career counselling as well as delivery of sessions on skills analysis, interview skills, resume techniques, goal setting and decision making.

Highlights of Ministry Affirmative Action Program

Senior Management continued their support of the Affirmative Action Program by promotion, career development opportunities and by establishing a full-time position for the Affirmative Action Program Manager. The Deputy Minister met 90 women to discuss career objectives.

The Ministry's apprenticeship program is now fully implemented and is assisting 3 women to qualify for under-represented trades positions. The Ministry's own Incentive Fund was raised to \$40,000.00 to enable 9 women to gain career-related job experience and ultimately their career goal. The various Affirmative Action Career Development initiatives are specifically designed to qualify women for positions in under-represented classes.

Significant breakthroughs occurred in the following areas: Skills and Trade Group of the Operational Module (OST-17); Manager of Construction as well as in the General Operational and Maintenance Services categories, as Agricultural Worker 3 and Telephone Installer 3 respectively. In addition, 35 women were hired in other under-represented classes.

Activities carried out by the Affirmative Action Program included consultations and information sessions with Managers for the development and implementation of Affirmative Action initiatives, as well as presentation of skill learning sessions and career counselling.

MINISTRY OF: HEALTH

CHAPTER 17

Total Number of Employees in the Ministry: 11,046
Women's Share of Ministry Employment: 64.5% (7,122)
Women's Share of Female OPS Employment: 24.9%

Salary Distribution

Women's average salary 1980/81: \$16,406
1981/82: \$17,901
An increase of 9.1%

Men's average salary 1980/81: \$19,709
1981/82: \$21,067
An increase of 6.9%

Women's average salary was 85.0% of men's in 1981/82 (compared to 83.2% in 1980/81), for a decrease in the wage gap of 1.8%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	6
- Other ACDs:	319
- Total number of initiatives undertaken by Ministry women:	325
- % of Ministry women this represents:	4.6%

Inventories

1. Career Goals

This inventory is comprised of women whose long-term career goals are toward non-traditional jobs or those jobs in which women are under-represented. Inclusion is voluntary. Forms request information on current position, types of responsibilities desired in 3 - 5 years, and the skills and knowledge required to achieve these goals. The inventory is updated annually.

2. Senior Women

This inventory is in two sections: those women in the Ministry who earn \$30,000 and over, and those earning between \$24,000 and \$29,999. It is accessed by the Affirmative Action Program Manager, occasionally on behalf of Senior Management, for possible candidates for developmental and promotional opportunities. The inventory is maintained by name, classification, position title, and work location and is updated annually.

Allocation of Resources: Direct: \$238,911 Indirect: \$ --

Staff Training and Development

- Number of participants:	# of Men : 5,662	
	# of Women : 10,173	
- Females as a % of total participants:		64.2%
- Female participants as a % of Ministry females:		142.8%

**OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES**

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	150	32.3	68(14)	1479	444	616	152	216	50	24(8)	35.3
Clerical	54	76.1	5(3)	9	26	4	16	2	8	2(1)	40.0
Operational	85	35.4	11	153	9	71	3	50	2	1	9.1
Professional	231	43.5	25(6)	117	52	75	37	41	14	8(2)	32.0
Technical	20	38.5	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	80	35.6	9	237	116	194	109	35	15	3	33.3
Clerical Services	1676	88.6	--	--	--	--	--	--	--	--	--
General Operational Serv.	868	57.6	18	369	46	203	37	43	12	2	11.1
Institutional Care/ Correctional Services	1164	50.9	56	137	29	105	13	103	13	12	21.4
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	24	4.7	31	462	12	216	3	106	2	1	3.2
Office Services	1064	98.3	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	1434	80.8	10	43	17	24	12	16	8	3	30.0
Technical Services	272	66.0	--	--	--	--	--	--	--	--	--
TOTALS	7122	64.5	233(23)	3006	751	1508	382	612	124	56(11)	24.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

During 1981/82, as part of the identification and development of women's career potential, the Affirmative Action Program organized and underwrote a 3-day workshop on management skills for women. In addition, 57 workshops and skill sessions were delivered by the Affirmative Action Program staff to 805 women in the Ministry of Health, including skill sessions on resume writing, interview techniques, assertiveness, self-assessment and skills identification. Career counselling was provided as an integral part of these sessions.

Regional Delivery

Great emphasis is placed on regional delivery since the majority of female staff in the Ministry of Health are located outside Toronto. 60 Representatives, who provide a base of support for the Affirmative Action Program at the local level, are a key to regional program delivery. These women serve as liaison between the Affirmative Action Program staff and their own branches/offices, and between managers and women in their areas.

Highlights of Ministry Affirmative Action Program

Six assignments were made possible by the Affirmative Action Incentive Fund; notable among them was one in maintenance repair work. There were a number of assignments in the feeder groups to management.

The 'Update' newsletter recommenced publication with a 'new look'. Items included information on the Affirmative Action Incentive Fund and participants, manager-initiated Affirmative Action Program initiatives, "Women on the Move" and a review of a book on women's issues.

Several informal senior women networks have emerged this year.

The Affirmative Action Program staff organized and presented a two-day training session in Toronto for 27 newly-appointed Affirmative Action Program Representatives.

A three-day Conference in Toronto, organized and presented by Affirmative Action Program staff, was attended by 53 Representatives from across the province. The agenda included guest speakers on "Affirmative Action in Business and Industry". Three Representatives gave presentations on special initiatives they had developed for their local programs. These included a Local Career Inventory, a Career Counselling and Assessment Program, and an 'on-site' Business Administration Program with Ryerson Polytechnical Institute.

Breakthroughs were made in the Ministry when women were appointed in the following classification levels for the first time: General Administration AM-22; Personnel Administration AM-21; Purchasing & Supply AM-16; Institutional Care OM-15; Construction Inspector; Agricultural Worker 1; and Operator 2 Offset Equipment.

Significant progress was made toward the accomplishment of the aim of the Program when 22 women moved into targetted (priority and additional) classifications as follows: General Administration AM-18; General Administration AM-19; Medical PM-22; Medical PM-23; Personnel Administration AM-17; Clerical Services CM-13; Social Work Supervisor 3; Systems Officer 1; Ambulance Officer 2; and Psychometrist 2 (Masters).

In addition to the above mentioned progress, the Ministry has met the 30% objective in the following classifications during 1981/82: Institutional Management AM-22; Personnel Administration AM-21; Purchasing & Supply AM-16; General Operational OM-12; and Hospital Attendant 1.

MINISTRY OF: INDUSTRY AND TOURISM
(Including Ontario Development Corporation
and Ontario Place Corporation)

CHAPTER 18

Total Number of Employees in the Ministry: 655
Women's Share of Ministry Employment: 41.1% (269)
Women's Share of Female OPS Employment: 0.9%

Salary Distribution

Women's average salary 1980/81: \$16,570
1981/82: \$19,083
An increase of 13.2%

Men's average salary 1980/81: \$29,402
1981/82: \$32,354
An increase of 10.0%

Women's average salary was 59.0% of men's in 1981/82 (compared to 56.4% in 1980/81), for a decrease in the wage gap of 2.6%.

Accelerated Career Development Initiatives

Number of ACD initiatives under AAIF: 2
Other ACDs: 26
Total number of initiatives undertaken
by Ministry women: 28
% of Ministry women this represents: 10.4%

Allocation of Resources: Direct: \$40,656 Indirect: \$ --

Staff Training and Development

Number of participants: # of Men : 302
of Women : 173
Females as a % of total participants: 36.4%
Female participants as a % of Ministry females: 64.3%

Women went on 36.4% of all courses supported by the Ministry and received 2.6% of the training dollar. Of all participants in Managerial-type courses, 88.9% were women. Of all the women who went on courses in 1981/82, 41.6% of the women were in the Office Services category.

Highlights of Ministry Affirmative Action Program

Career Development Program

The Manager, Affirmative Action Program, developed and introduced a Career Development Questionnaire to be used as a base for an Inventory of women employees' career goals. This was done through Information Sessions held across the Ministry.

The hiring freeze resulting from constraints provided an increased number of career development opportunities for women; 27 women received career development assignments, or 10.0% of all women employees. Many of these moves provided experience that could lead the individual into managerial positions and some were specifically oriented towards industrial development officer positions.



OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	30	27.3	12 (4)	108	3	25	1	29	1	3 (3)	25.0
Clerical	11	84.6	--	--	--	--	--	--	--	--	--
Operational	0	0.0	2 (1)	3	0	2	0	3	0	0 (0)	0.0
Professional	4	36.4	5	201	41	10	7	16	9	3	60.0
Technical	--	--	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	42	16.2	6	334	159	84	25	45	16	2	33.3
Clerical Services	59	80.8	--	--	--	--	--	--	--	--	--
General Operational Serv.	5	33.3	2	89	6	6	2	7	2	2	100.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	2	4.5	7	69	0	17	0	17	0	0	0.0
Office Services	113	100.0	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	0	0.0	--	--	--	--	--	--	--	--	--
Technical Services	3	50.0	--	--	--	--	--	--	--	--	--
TOTALS	269	41.1	34 (5)	804	209	144	35	117	28	10 (3)	29.4

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Highlights of Ministry Affirmative Action Program (cont'd)

Research

A special project was completed on researching alternative proposals to increase results in the Affirmative Action Program. Information was gathered from programs in other jurisdictions and senior managers and directors were requested to provide input into this project. A series of possible initiatives, or Action Plan, was developed and presented to Management Committee for consideration on implementation in 1982/83. Some initiatives considered included increasing developmental opportunities into the industrial development officer classification, management participation and accountability and training and development.

MINISTRY OF: INTERGOVERNMENTAL AFFAIRS

CHAPTER 19

Total Number of Employees in the Ministry:	44
Women's Share of Ministry Employment:	75.0% (33)
Women's Share of Female OPS Employment:	0.1%

Salary Distribution

Women's average salary	1980/81:	\$19,443.
	1981/82:	\$24,332.
	An increase of 25.1%	

Men's average salary	1980/81:	\$29,184.
	1981/82:	\$37,493.
	An increase of 28.5%	

Women's average salary was 64.9% of men's in 1981/82 (compared to 66.6% in 1980/81), for an increase in the wage gap of 1.7%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	0
- Other ACDs:	4
- Total number of initiatives undertaken by Ministry women:	<u>4</u>
- % of Ministry women this represents:	12.1%

Inventories

All Ministry women are on the Career Development Inventory.

The information comprises: name, classification, branch, length of service current salary, education (if requirement of job), career goals, and area(s) of employment interest.

Specific skills, and manager's assessment of promotability and viability of goals are added for senior women as part of the appraisal process.

Staff may up-date career goals or area of interest on request.

A separate inventory on "Potential Secondments" has been initiated, and will be expanded as opportunity allows.

It contains a list of women who would like specific experience in other ministries for a short period of time, in order to develop specific skills; women at comparable levels in other OPS ministries who would welcome a secondment to the Ministry of Intergovernmental Affairs for a specified period, in order to gain the type of experience available here.

Allocation of Resources: Direct: \$8,252. Indirect: \$ -

Staff Training and Development

- Number of participants:	# of Men	25
	# of Women:	33
- Females as a % of total participants:		56.9%
- Female participants as a % of Ministry females:		100%

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	6	60.0	** 7 (2)	24	5	15	3	17	3	** 2(6)	28.6
Clerical	3	100.0	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	8	57.1	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	3	100.0	** 6	346	120	34	10	32	10	** 3	50.0
Clerical Services	1	100.0	--	--	--	--	--	--	--	--	--
General Operational Serv. Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	--	--	--	--	--	--	--	--	--	--	--
Office Services	12	100.0	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	--	--	--	--	--	--	--	--	--	--	--
Technical Services	--	--	--	--	--	--	--	--	--	--	--
TOTALS	33	75.0	** 13 (2)	370	125	49	13	49	13	** 5(0)	38.5

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"
 (**) These 13 vacancies / competitions (5 women hired) were for positions in classes that were transferred to the Ministry of Municipal Affairs and Housing in July, 1981 when these ministries re-organized.

Staff Training and Development (cont'd)

Note: Staff Training and Development Report also includes the Municipal Affairs Division for the first three months of the fiscal year.

Of the Staff Development Courses taken by MIA staff, women took 56.9%. Of these, 6.1% took Managerial/Supervisory Courses; 78.8% (26) took Technical/Professional Courses; 15.2% (5) took Interpersonal/Personal Courses. Average cost per female participant was \$334.24. 43.1% of Staff Development Course participation was MIA men. Of these, 8% (2 men) took Managerial/Supervisory Courses; 19 men (76%) took Technical/Professional Courses; 4 men (16%) took Interpersonal/Personal Courses. Average cost per male participant was \$503.43.

Highlights of Ministry Affirmative Action Program

Executive Appointments

The Ministry of Intergovernmental Affairs appointed Adrienne Clarkson Agent General to the overseas office in Paris. Her responsibilities extend to Italy, Spain, and Portugal, as well as France. This is a 3 year contract appointment (equivalent level, ECP-3).

Ontario Government Promotions

Two women (Janet Bax and Joy Gordon) won (PM-19 level) competitions for the staffing of overseas offices in Brussels and Paris.

One woman (Fern Miller) moved to the PM-19 level in the Economic Development Branch, Treasury and Economics, from a PM-17 level in MIA.

External

Karen Junke, on a promotional move to the federal government, moved to the Department of Energy, Mines and Resources, from Federal-Provincial Relations Branch.

Hazel Farley moved from Hospitality Services Officer, Office of Protocol, to Protocol Officer, City of Toronto.

Ministry

Three women were promoted, as part of their career plan, by waiver of competition.

Two new positions in the bargaining unit were created, offering career path possibilities. One is in the Financial Officer 1 B/U category, a new category for this Ministry. Both competitions were won by women.

Highlights of Ministry Affirmative Action Program (cont'd)

Ministry (cont'd)

One woman, from the Ministry of Education, is on secondment to this Ministry to obtain specific experience in the Office of Protocol, as part of her career plan. Her salary is being paid by the Ministry of Intergovernmental Affairs.

A three-day writing strategies course, In-House, was arranged for MIA support staff women, and attended by 16. Seven women took a microcomputer course totally sponsored by the Ministry. In addition to these initiatives, MIA women attended the Office of the Future Conference at Harbour Castle (two women), and attended Ryerson's Women's Week special days (six women). Other activities, such as City of Toronto open sessions on AAP were also attended.

Ad Hoc Group of Small Ministries

The Affirmative Action Program Manager of Intergovernmental Affairs joined with the Affirmative Action Program Managers of the Civil Service Commission, Management Board Secretariat, and the Ministries of Energy and Northern Affairs to form a core group to explore and address the problems specific to small ministries, and to identify and act on expressed needs. As a start, luncheon meetings were arranged with OPS resources speaking to the concerns of senior women. Northern Affairs hosted the first luncheon; others will be arranged at approximately three month intervals. Joint seminars and workshops for staff are also projected.

MINISTRY OF: LABOUR

CHAPTER 20

Total Number of Employees in the Ministry: 1394
Women's Share of Ministry Employment: 45.8% (639)
Women's Share of Female OPS Employment: 2.2%

Salary Distribution

Women's average salary	1980/81:	\$17,466
	1981/82:	\$19,284
	An increase of 10.4%	
Men's average salary	1980/81:	\$26,208.
	1981/82:	\$28,080.
	An increase of 7.1%	

Women's average salary was 68.7% of men's in 1981/82 (compared to 66.6% in 1980/81), for a decrease in the wage gap of 2.1%

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	2
-	Other ACDs:	42
-	Total number of initiatives undertaken by Ministry women:	44
-	% of Ministry women this represents:	6.9%

Inventories

An inventory of all women employees is maintained showing classification level, branch, government employment history and highest level of education attained.

Allocation of Resources: Direct: \$67,289. Indirect: \$8,500.

Staff Training and Development

-	Number of participants:	# of Men	: 782
		# of Women	: 932
-	Females as a % of total participants	:	54.4%
-	Female participants as a % of Ministry females:	:	145.9 %

In 1981/82, women's representation in the Ministry was 45.8% compared to their participation in staff training and development which was 54.4%. Since the number of women taking courses exceeded their number in the Ministry, many women took more than one course. Women's share of the training dollar was 40.8%. In 1980/81 women's participation in courses was 57.8% and their share of the training dollar was 41.3%.

In Managerial/Supervisory courses, women comprised 44.5% and in Technical/Professional courses, 53.5% of the participants. This compares with 56% and 41.6% last year in the same areas.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	71	40.8	13(3)	279	59	82	18	77	16	1(1)	7.7
Clerical	13	81.3	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	18	14.4	9(2)	69	3	31	2	31	2	1(0)	11.1
Technical	2	4.2	5	29	2	25	2	25	2	0	0.0
<u>CATEGORY</u>											
Administrative Services	61	36.7	5	140	22	31	9	30	6	2	40.0
Clerical Services	153	86.9	2	4	0	3	0	3	0	0	0.0
General Operational Serv.	0	0.0	3	16	0	11	0	11	0	0	0.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	29	11.1	23	740	76	97	13	97	13	1	4.3
Office Services	232	96.7	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	30	37.5	1	6	1	2	1	2	1	0	0.0
Technical Services	30	30.6	2	77	26	20	4	13	3	1	50.0
TOTALS	639	45.8	63(5)	1360	189	302	49	289	43	6(1)	9.5

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

There were a number of in-house courses developed for women, e.g., "The Nuts and Bolts of Managing in Government." These tend to be less expensive per capita since no travel expenses are involved.

Regional Delivery

The Affirmative Action Program Manager visits the regions annually to receive input from regional staff and discuss career development individually. Regional women are encouraged to attend both local and Toronto workshops for which the Program Manager pays the bills.

Highlights of Ministry Affirmative Action Program

Three five-day workshops, "The Nuts and Bolts of Managing in Government," were presented to the Ministry's women. These workshops gave them an overview of government management processes, such as management by results, financial management and human resources management. A publication was produced based on the information presented in the workshop.

Seven two-day workshops, "Preparing to Meet the Office of the Future," were presented to give women hands-on experience with micro-computers, an overview of their application in the office and future career paths that may be created by the new technology.

Five booklets were prepared describing administrative, field officer, professional specialist and technical careers in the Ministry of Labour.

MINISTRY: MANAGEMENT BOARD SECRETARIAT

CHAPTER 21

Total Number of Employees in the Ministry: 51
Women's Share of Ministry Employment: 47.1% (24)
Women's Share of Female OPS Employment: 0.1%

Salary Distribution

Women's average salary 1980/81: \$26,492
 1981/82: \$30,562
 An increase of 15.4%

Men's average salary 1980/81: \$40,567
 1981/82: \$44,097
 An increase of 8.7%

Women's average salary was 69.3% of men's in 1981/82 (compared to 65.3% in 1980/81), for a decrease in the wage gap of 4.0%

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF: 1
- Other ACDs: 10
- Total number of initiatives undertaken by Ministry women: 11
- % of Ministry women this represents: 45.8%

Inventories

A Career Development Inventory is completed by every employee annually and reviewed by managers to assist in career planning for all Secretariat employees. The inventory includes the employee's summary of short term and long term career goals, existing experience, experience and skills desired to be gained through on-the-job training, and an action plan to facilitate the accumulation of this experience.

In 1981/82, an inventory was prepared of senior women across government who are qualified and able to assume part time developmental experiences at the Secretariat. This resulted in 2 women assuming part time secondments.

Allocation of Resources: Direct: \$7070. Indirect: \$ --

Staff Training and Development

- Number of participants: # of Men : 54
 # of Women : 44
- Females as a % of total participants: 44.9%
- Female participants as a % of Ministry females: 183.3%

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)		# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.			M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>												
Administrative	14	34.1	5(2)		91	27	23	8	14	6	1(1)	20.0
Clerical	2	100.0	--		--	--	--	--	--	--	--	--
Operational	--	--	--		--	--	--	--	--	--	--	--
Professional	--	--	--		--	--	--	--	--	--	--	--
Technical	--	--	--		--	--	--	--	--	--	--	--
<u>CATEGORY</u>												
Administrative Services	--	--	--		--	--	--	--	--	--	--	--
Clerical Services	1	100.0	--		--	--	--	--	--	--	--	--
General Operational Serv.	--	--	--		--	--	--	--	--	--	--	--
Institutional Care/ Correctional Services	--	--	--		--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--		--	--	--	--	--	--	--	--
Maintenance Services	--	--	--		--	--	--	--	--	--	--	--
Office Services	7	100.0	--		--	--	--	--	--	--	--	--
Scientific and Professional Services	--	--	--		--	--	--	--	--	--	--	--
Technical Services	--	--	--		--	--	--	--	--	--	--	--
TOTALS	24	47.1	5(2)		91	27	23	8	14	6	1(1)	20.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

Female participation in Managerial/Supervisory courses increased from 12 person days in 1980/81 to 52 person days in 1981/82.

Female participation in Interpersonal/Personal courses increased from 5 person days in 1980/81 to 49 person days in 1981/82.

Female participation in Secretarial/Clerical courses increased from 7 person days in 1980/81 to 15 person days in 1981/82.

For all types of courses, the participation significantly increased from 29 females taking 94 person days of courses in 1980/81 to 44 females taking 139 person days of courses in 1981/82. (Note: this is higher than the total number of females employed because some females took more than one course)

Highlights of Ministry Affirmative Action Program

Forty-six percent of the females at Management Board Secretariat received Accelerated Career Development opportunities through 11 initiatives. One of these successfully prepared a female to assume a priority formula target position. She is the only female at the Management Board Co-ordinator level in one division.

In addition, the Secretariat provided 14 full-time and 2 part-time secondment opportunities to females from other ministries to enable them to gain broader skills and experience. Four of the full-time secondments resulted in the females eventually becoming permanent, classified staff of the Secretariat at the Management Board Officer level.

MINISTRY OF: MUNICIPAL AFFAIRS AND HOUSING

CHAPTER 22

Total Number of Employees in the Ministry: 1152

Women's Share of Ministry Employment: 53.0% (610)

Women's Share of Female OPS Employment: 2.1%

Salary Distribution

Women's average salary 1980/81: \$17,301.
 1981/82: \$19,700.
 An increase of 13.9%

Men's average salary 1980/81: \$27,981.
 1981/82: \$30,734.
 An increase of 9.8%

Women's average salary was 64.1% of men's in 1981/82 (compared to 61.8% in 1980/81), for a decrease in the wage gap of 2.3%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	3
-	Other ACDs:	97
-	Total number of initiatives undertaken by Ministry women:	100
-	% of Ministry women this represents:	16.4%

Inventories

The Human Resources Branch has a computerized inventory of Ministry staff indicating career goals, educational background and developmental needs. This is accessed by the Affirmative Action Program. Additionally, the Program maintains an inventory based on Career Development Guides.

Allocation of Resources: Direct: \$100,300 Indirect: \$ -

Staff Training and Development

-	Number of participants:	# of Men : 1743
		# of Women : 1837
-	Females as a % of total participants :	51.3%
-	Female participants as a % of Ministry females :	301.0%

Courses offered through the Ministry's in-house Staff Training and Development Section were attended by slightly fewer women than men (49.6% of participants were women). In Civil Service Commission courses, attendance was 54.7% female. In both Ministry and Civil Service Commission courses the majority of men attended Managerial/Supervisory courses while the majority of women (60.6%) attended Secretarial/Clerical courses and Interpersonal Skills courses. No data is available on the occupational groups of participants attending these courses.

**OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES**

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	63	29.7	4	33	6	18	3	16	4	2	50.0
Clerical	11	91.7	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	23	21.7	4	180	31	25	11	12	9	1	25.0
Technical	1	25.0	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	50	35.0	9	117	31	28	12	35	10	3	33.3
Clerical Services	200	80.0	3	121	46	39	12	8	2	2	66.7
General Operational Serv. Institutional Care/ Correctional Services	1	33.3	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	1	2.1	3	34	0	26	0	10	0	0	0.0
Office Services	223	96.5	3	85	39	6	2	6	0	0	0.0
Scientific and Professional Services	31	30.1	10	247	103	67	25	30	15	8	80.0
Technical Services	6	27.3	1	30	4	4	0	6	2	0	0.0
TOTALS	610	53.0	37	847	260	213	65	123	42	16	43.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

More women than men participated in external courses offered by universities, colleges and professional associations. 63.7% of participants who took advantage of these courses and received tuition assistance were women. Also of all the external courses women have taken, there is a higher percentage of Managerial and Professional/Technical courses (87.2%) than in-house courses.

Regional Delivery

Meetings with women staff were held in each region of the Province. These meetings, combined with regional meetings of the Advisory Committee, have provided a greater awareness of the Program for both housing authority and Ministry employees.

Highlights of Ministry Affirmative Action Program

The Affirmative Action Program has continued the integration of targets and results into the MBR system within the Ministry. Managers are actively involved in the planning and implementation of career development for their female staff. Overall Ministry plans and results are reported to senior management on a semi-annual basis.

The Women's Advisory Committee has been expanded to reflect a more active involvement by the larger housing authorities. The committee of 90 women met twice: in April, and in January. Regional meetings were held in Sudbury, Ottawa, London and Toronto. The Toronto region meetings were planned, organized and run by the Central Core Committee, a volunteer group of committee representatives. The Publications Committee, also a volunteer group, wrote and published three issues of our newsletter.

A task force of housing authority managers has been formed to review and prepare recommendations on the Affirmative Action Program's Guidelines for housing authorities. These recommendations will be finalized in 1982/83.

Ministry policy and procedures on sexual harassment are being prepared and will be finalized in 82/83.

MINISTRY OF: NATURAL RESOURCES

CHAPTER 23

Total Number of Employees in the Ministry: 4302

Women's Share of Ministry Employment: 22.7% (975)

Women's Share of Female OPS Employment: 3.4%

Salary Distribution

Women's average salary 1980/81: \$14,547
 1981/82: \$16,617
 An increase of 14.2%

Men's average salary 1980/81: \$22,722
 1981/82: \$24,584
 An increase of 8.2%

Women's average salary was 67.6% of men's in 1981/82 (compared to 64.0% in 1980/81), for a decrease in the wage gap of 3.6%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	2
- Other ACDs:	68
- Total Number of initiatives undertaken	<hr/>
by Ministry women:	70
- % of Ministry women this represents:	7.2%

Inventories

An inventory of Senior Women continues to be updated annually. This list indicates salary range and classification level.

A pilot Human Resources Planning System has been tested by Personnel Services Branch in one of the Ministry's eight geographic regions. When implemented Ministry-wide, the system will provide an extensive data base of employee information as well as a valuable tool for career planning.

Allocation of Resources: Direct: \$129,800. Indirect: \$2,900.

Staff Training and Development

- Number of participants:	# of Men : 4337	
	# of Women : 1129	
- Females as a % of total participants:		20.7%
- Female participants as a % of Ministry females:		115.8%

Women's participation in staff training and development courses rose to approximately 21% in 1981/82 compared to 18% in 1980/81. This is a significant increase which brought the participation rate of women much closer to their actual proportion within the Ministry as a whole (22.7%). The increase largely represented a dramatic improvement in the proportion of women's enrollment in Managerial/Supervisory courses from approximately 7% in 1980/81 to approximately 13% in 1981/82 (an actual increase of 76 participants).

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	32	13.4	30(13)	350	74	149	23	75	14	2(1)	6.7
Clerical	12	85.7	1(1)	--	--	--	--	--	--	1(1)	100.0
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	5	1.8	34(9)	316	31	131	7	92	6	0(0)	0.0
Technical	4	0.8	50(10)	549	16	338	6	166	4	3(0)	6.0
<u>CATEGORY</u>											
Administrative Services	14	18.9	4	97	118	49	71	3	14	4	100.0
Clerical Services	418	79.5	--	--	--	--	--	--	--	--	--
General Operational Serv.	8	8.9	8	408	38	64	4	41	4	2	25.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	4	1.3	8	133	2	44	1	32	1	1	12.5
Office Services	387	99.0	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	37	8.2	117	2764	248	1349	93	493	37	11	9.4
Technical Services	54	3.9	--	--	--	--	--	--	--	--	--
TOTALS	975	22.7	252(33)	4617	527	2124	205	902	80	24(2)	9.5

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Regional Delivery

Managers were responsible for various aspects of Regional Program delivery including communicating basic program information, conducting career discussions with female employees and providing follow-up in the form of training and development, and ensuring non-discriminatory treatment of women in all aspects of employment. On an individual basis many managers established new Affirmative Action initiatives in their own areas.

In addition, Natural Resources had an extensive and active two-tiered network of approximately 70 Affirmative Action Representatives who acted as a liaison between their Regions/Groups, Districts/Branches and the Affirmative Action Program Office. Regional/Group Representatives held committee meetings and provided some orientation and assistance to District/Branch Representatives in their area. As well, Affirmative Action Newsletter submissions were prepared by Regional/Group Representatives. Unit Representatives carried out the functions of information exchange and local programming of special events such as courses, workshops, presentations, field trips and discussion meetings.

The Affirmative Action Program Office had overall responsibility for co-ordinating the field delivery of all Program activities. In addition the Program Office was the co-ordinating body in the Ministry for Regional Delivery Workshops and for communicating information regarding Interministerial Committees which Ministry employees served on in various municipalities.

Highlights of Ministry Affirmative Action Program

The Ministry's Affirmative Action priorities continued to place importance on moving women into entry and middle-level management positions and into the technical and professional specialties. To this end, Hire/Promotion Targets were set in related classifications and 82.4% of these Targets were achieved. Also, developmental assignments were provided to 70 women which is 7.2% of classified female employees -- this figure was far in excess of Management Board requirements. All initiatives were fully funded within the Ministry of Natural Resources. During 1981/82 the responsibility for implementing both of these activities was turned over to senior managers.

During the year the wage gap narrowed by 3.6%; women's average salary was 67.6% of men's average salary. The occupational distribution of women continued to diversify: the total number of women located in the 9 under-represented modules and categories rose from 15.7% in 1980/81 to 16.2% in 1981/82.

Activities of the Affirmative Action Program Office included the following: identifying and resolving systemic and individual problems, monitoring developmental assignments and over 300 job competitions, providing some funding for and performing operational audits on Regional activities, co-ordinating the attendance of 80 Ministry women at Regional Delivery Workshops, preparing and circulating reports on: the implementation of Word Processing in the Ministry, a comparative study of Accelerated Career Development (A.C.D.) in the Ontario Public Service, and an A.C.D. Technical Assistance Package for managers.

Highlights of Ministry Affirmative Action Program (cont'd)

Affirmative Action Representatives continued to be a source of program information to managers and the women they represented. Activities included: 30 meetings of area Representatives to plan activities and discuss concerns, 96 meetings for local staff which featured presentations on Program information, guest speakers, films, etc., 24 workshops/courses arranged for a total of 534 women. Additional activities of Representatives in conjunction with local management were: submitting material for 4 issues of the Affirmative Action Newsletter, field trips for women employees, the preparation of resource packages for female employees and the preparation of brochures and a poster for Secondary School students on careers in M.N.R.

Women increased their proportion in the Junior Ranger summer student program to 44.0%. Female summer students and graduates were well represented in the seasonal unclassified staff as well.

In keeping with the government-wide policy of limiting the use of 'credentialism' in job competitions, the Ministry approved a definition of required knowledge and skills for Resource Technician and Resource Technician Senior class levels that did not require graduation from an approved technical course. Also during 1981/82 the Ministry achieved a number of important 'first-ers' including the first female: Assistant Deputy Minister of Administration, Acting Director of the Office of Management Planning & Analysis, Supervisor of Manpower, District Manager, Mineral Resources Supervisor, Engineering Services Technician and Darkroom Foreman.

MINISTRY OF: NORTHERN AFFAIRS

CHAPTER 24

Total Number of Employees in the Ministry: 152
Women's Share of Ministry Employment: 49.3% (75)
Women's Share of Female OPS Employment: 0.3%

Salary Distribution

Women's average salary	1980/81:	\$16,296
	1981/82:	\$18,864
	An increase of	15.8%
Men's average salary	1980/81:	\$28,948
	1981/82:	\$31,345
	An increase of	8.3%

Women's average salary was 60.2% of men's in 1981/82 (compared to 56.3% in 1980/81), for a decrease in the wage gap of 3.9%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	0
- Other ACDs:	6
- Total number of initiatives undertaken by Ministry women:	<hr/> 6
- % of Ministry women this represents:	8.0%

Inventories

A Career Data Inventory form was initiated by the Affirmative Action Office for the purpose of identifying female staff who wished to pursue career development. All female staff are eligible to be included in the inventory.

Allocation of Resources: Direct: \$22,831 Indirect: \$ --

Staff Training and Development

- Number of participants:	# of Men : 31
	# of Women : 46
- Females as a % of total participants:	59.7%
- Female participants as a % of Ministry females:	61.3%

Women's participation in staff training and development was 59.7% -- an increase of 4.1% from last year. This figure is also considerably larger than their share of ministry employment, which was 49.3%. Women's share of dollars allocated for training was 54.1%.

Of the women who participated in courses, there were 13% in Managerial/Supervisory courses and 72% in Interpersonal/Personal courses. Fifteen per cent were enrolled in Technical/Professional courses -- a phenomenal increase considering that no one took Technical/Professional courses in 1980/81.

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Total # (*)	Hired As a % of Vacancies Filled
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F		
MODULE											
Administrative	4	40.0	--	--	--	--	--	--	--	--	--
Clerical	4	100.0	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	2	15.4	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	8	18.2	3	224	111	91	43	14	9	1	33.3
Clerical Services	32	94.1	--	--	--	--	--	--	--	--	--
General Operational Serv.	--	--	--	--	--	--	--	--	--	--	--
Institutional Care/	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	--	--	--	--	--	--	--	--	--	--	--
Office Services	22	100.0	--	--	--	--	--	--	--	--	--
Scientific and	3	12.5	2	84	6	19	1	7	0	0	0.0
Professional Services	--	--	--	--	--	--	--	--	--	--	--
Technical Services	--	--	--	--	--	--	--	--	--	--	--
TOTALS	75	49.3	5	308	117	110	44	21	9	1	20.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Regional Delivery

The Regional women were invited to participate in the career development workshops sponsored by the Regional Delivery Task Force, Affirmative Action Council. In Sudbury, Sault Ste. Marie and Thunder Bay, the women were encouraged to participate in the Interministerial Committees.

Several staff members participated in the Communications Workshops sponsored by the Interministerial Committees in Thunder Bay and Sault Ste. Marie.

Highlights of Ministry Affirmative Action Program

The Ministry of Northern Affairs had a successful year (81/82) in human resources management. With a highly regionalized ministry, including 29 two-person offices, it is remarkable that eight per cent of the women (6) benefitted from accelerated career development. This represents almost twice the career development initiatives undertaken service-wide (4.8%). These figures as well as a 59.7% participation rate for females in the areas of training and development, have shown a commitment by the women to further their careers. These initiatives would not have been possible without the support of the management, since for most training courses, the managers must incur the costs for travel and accommodation.

With little opportunity for M.N.A. Regional Affirmative Action meetings, the Affirmative Action Coordinator focussed her efforts in the areas of leadership development and program policies and planning for small ministries.

To assist Regional women in developing their leadership and effective meeting skills, the Affirmative Action Coordinator was the resource person for the Thunder Bay Interministerial Affirmative Action Committee on behalf of the Regional Delivery Task Force, Affirmative Action Council. In this role, she provided assistance in program planning and facilitated a two-day Communications Workshop for twenty-five interministerial participants.

In an effort to provide the management and women in small ministries with more relevant policies and programming, several Affirmative Action Coordinators founded a Small Ministries Ad Hoc Committee. Our Coordinator was one of the founding members.

As a result of discussions on ways to provide programs for senior management women, a luncheon series was initiated. The Ministry of Northern Affairs hosted the first Interministerial Small Ministries luncheon. Seventy-three participants representing nine ministries and central agencies attended. The Luncheon Speaker provided information necessary for the senior women's career development and the women had the opportunity to meet professional women from other ministries.

This year, there were two significant career progressions for women: A Senior Policy Analyst became the first woman to hold the position of Executive Assistant to the Deputy Minister; and a Manager, Strategic Planning Secretariat was promoted to a Director, Financial Planning and Corporate Analysis, in a larger ministry.

MINISTRY OF:

REVENUE

CHAPTER 25

Total Number of Employees in the Ministry: 3,677
Women's Share of Ministry Employment: 39.9% (1,467)
Women's Share of Female OPS Employment: 5.1%

Salary Distribution

Women's average salary	1980/81:	\$ 14,843
	1981/82:	\$ 16,827
	An increase of 13.4%	
Men's average salary	1980/81:	\$ 23,080
	1981/82:	\$ 25,873
	An increase of 12.1%	

Women's average salary was 65.0% of men's in 1981/82 (compared to 64.3% in 1980/81), for a decrease in the wage gap of 0.7%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	3
-	Other ACDs:	48
-	Total number of initiatives undertaken	-----
	by Ministry women:	51
-	% of Ministry women this represents:	3.5%

Inventories

In the Ministry of Revenue two inventories of senior women are maintained. The first is an informal inventory of women in the Ministry at level AM-17 and above who have expressed an interest in career advancement.

The second inventory is a detailed skills inventory of women at an annual salary level of \$ 20,000.

Inventory of Women in the Tax Auditor and Property Assessor Career Path

An inventory is maintained of those women at all levels of the Tax Auditor and Property Assessor career path (including feeder positions). These women are notified of upcoming vacancies and promotional opportunities in these key under-represented positions and are encouraged to apply to these competitions.

Allocation of Resources: Direct: \$64,604. Indirect: \$7,587.

Staff Training and Development

-	Number of participants:	# of Men : 878	
		# of Women : 767	
-	Females as a % of total participants:		46.6%
-	Female participants as a % of Ministry females:		52.3%

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
<u>MODULE</u>											
Administrative	84	14.8	99 (20)	1048	129	475	65	391	63	21 (5)	21.2
Clerical	14	70.0	--	--	--	--	--	--	--	--	--
Operational	--	--	--	--	--	--	--	--	--	--	--
Professional	--	--	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--
<u>CATEGORY</u>											
Administrative Services	151	9.7	72 (1)	653	83	505	67	280	55	19 (1)	26.4
Clerical Services	909	80.5	1	45	20	40	18	5	2	0	0.0
General Operational Serv.	0	0.0	1	11	2	9	2	3	1	0	0.0
Institutional Care/	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	1	25.0	2	5	0	5	0	5	0	0	0.0
Office Services	290	97.6	1	2	0	2	0	2	0	0	0.0
Scientific and	2	100.0	--	--	--	--	--	--	--	--	--
Professional Services	--	--	--	--	--	--	--	--	--	--	--
Technical Services	16	16.7	6	31	11	16	10	15	10	4	66.7
TOTALS	1467	39.9	182 (21)	1795	245	1052	162	701	131	44 (6)	24.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development cont'd

Women's participation in Staff Training and Development was 46.6% which significantly exceeds their Ministry representation (39.9%).

Women's proportion of Staff Training and Development funds increased slightly.

The Ministry increased its overall spending on Staff Training and Development by 13.9%. The increase for educational assistance for women was 14.2% more than in 1980/81, while the increase for men was 13.7%.

There was a significant increase (61%) in the number of women taking Managerial/Supervisory courses.

The number of Office Services women taking courses in 1981/82 increased by 71.7%. In 1981/82, 25.3% of women taking courses were in the Office Services category while in 1980/81, these women represented only 16.8% of women taking courses.

52.9% of the recipients of the Ministry Career Development fund (Fund for Employee Educational Development) were women. (In 1980/81 only 42% of the recipients were women).

Regional Delivery

The Affirmative Action Program Staff participated in eight government-wide regional delivery days throughout the province as well as holding information sessions for managers and staff in twenty Ministry of Revenue regional offices. The Affirmative Action Program Manager gave presentations on the program to area meetings of Regional Assessment Commissioners and Retail Sales Tax District Managers.

Highlights of Ministry Affirmative Action Program

The hire/promotion targets set by the Ministry were exceeded by 35.2%. In addition 80% of the hire/promotion targets were achieved through inter-Ministry promotion. One-third of the women winning competitions in the targetted classifications had received accelerated career development assignments or had benefitted from special bridging processes set up in the Ministry.

Women won 1/3 of all competitions in under-represented classifications.

The Ministry projected 30 planned accelerated career development assignments in fact 51 took place.

Two significant classifications, Financial Adm. AM-17 and Program Analysis AM-17, were eliminated as under-represented classifications.

As a result of the Revenue Career Advancement Program (RCAP), 10 women bridged from clerical positions to positions in the Tax Auditor and Property Assessment series.

Highlights of Ministry Affirmative Action Program

As a planned career development move, a woman bridged from the Property Assessment Division to become a manager of Province of Ontario Savings Office.

A three day conference for all the Ministry's Affirmative Action representatives was held in Toronto with the attendance of the Minister, Deputy Minister and senior Ministry managers at the opening session. A representatives' manual was developed and bi-monthly meetings of the Affirmative Action Representative Advisory Council were begun.

The Affirmative Action Program Manager presented information sessions on the Affirmative Action Program for senior Ministry managers; participated in the Ministry Career Development Workshops and visited twenty regional offices.

A report on "Career Planning and Development" in the Ministry of Revenue was prepared in conjunction with the Staff Development and Training section. The report detailed the incorporation of Affirmative Action objectives into Ministry career development processes. Information sessions were held with all senior managers to brief them on the Affirmative Action component in the Ministry Career Planning and Development.

An information package on Affirmative Action was prepared for new employees to the Ministry of Revenue.

The Affirmative Action Program staff continued to provide career counselling facilities for Ministry employees and participated in the special training sessions for employees affected by the Ministry move to Oshawa.

The Affirmative Action Program Manager was a member of the Regional Delivery Task Force and the Affirmative Action Program Assistant participated in the Research into Job Opportunities Task Force and Regional Delivery Task Force.

Two women were promoted to Manager, Assessment Services, a senior position in the Property Assessment Division.

MINISTRY OF: THE SOLICITOR GENERAL

CHAPTER 26

Total Number of Employees in the Ministry: 5838
Women's Share of Ministry Employment: 15.4% (897)
Women's Share of Female OPS Employment: 3.1%

Salary Distribution

Women's average salary 1980/81: \$14,824.
 1981/82: \$17,030.
 An increase of 14.9%

Men's average salary 1980/81: \$23,735.
 1981/82: \$28,984.
 An increase of 22.1%

Women's average salary was 58.8% of men's in 1981/82 (compared to 62.5% in 1980/81), for an increase in the wage gap of 3.7%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	3
- Other ACDs:	15
- Total Number of initiatives undertaken by Ministry women:	<hr/> 18
- % of Ministry women this represents:	2.0%

Inventories

The Ministry has a Career Goal Inventory which includes women in the Toronto area, by current classification, next classification, education, past experience, and request for on-the-job training.

The Ministry also has an Inventory of submissions from agency heads, managers and branch directors identifying on-the-job training experiences in their specific areas.

The Career Goal Inventory is used for planning accelerated career development activities and notification of vacancies. The second inventory referred to above is employed for Affirmative Action Branch planning.

Allocation of Resources: Direct: \$96,575 Indirect: \$--

Staff Training and Development

- Number of participants:	# of Men : 284	
	# of Women : 164	
- Females as a % of total participants:		36.6%
- Female participants as a % of Ministry females:		18.3%

**OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES**

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Total # (*)	Hired As a % of Vacancies Filled
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F		
MODULE											
Administrative	12	26.1	4(1)	115	49	3	3	14	12	2(0)	50.0
Clerical	11	84.6	--	--	--	--	--	--	--	--	--
Operational	1	4.2	1	4	0	4	0	4	0	0	0.0
Professional	1	3.8	2	45	4	2	1	17	1	1	50.0
Technical	0	0.0	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	8	5.2	24	349	46	55	3	88	4	0	0.0
Clerical Services	88	68.2	4	11	0	5	0	6	0	0	0.0
General Operational Serv.	44	13.1	46	155	19	75	7	113	11	4	8.7
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	96	2.3	433 ¹	3373	300	1631	175	1160	109	39 ¹	9.0
Maintenance Services	139	36.5	14	137	7	33	3	49	6	1	7.1
Office Services	465	97.7	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	11	21.2	3	67	12	10	1	12	2	0	0.0
Technical Services	21	39.6	1	24	11	2	0	7	2	0	0.0
TOTALS	897	15.4	532(1) ¹	4280	448	1820	193	1470	147	47(0) ¹	8.8

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

(1) 16 out of 124 vacancies for Constable in the O.P.P. were filled by women. The successful O.P.P. constables are selected from the ranks of Probationary Constables, subject to O.P.P. Recruitment/Training procedures, such that for these vacancies, there are no appropriate statistics for "# of Applicants/# Qualified/# Interviewed."

Staff Training and Development (cont'd)

Women's share of staff training and development was 36.6%, which greatly exceeds their representation (15.4%), but is a decrease from their share in 1980/81.

The actual dollars spent on both men and women increased substantially in 1981/82 over 1980/81 amounts, with women's proportion of those funds increasing to 41% of the total dollars, which is greater than their numerical representation (36.6% of course attendance).

Women's participation (actual numbers) and their participation rate in Managerial/Supervisory courses have increased from 9.6% of participants in 1979/80, to 25% in 1980/81, to 28.7% in 1981/82.

The actual numbers of both men and women taking courses decreased slightly in 1981/82 from 1980/81.

Regional Delivery

The Human Resources Development office, including the Affirmative Action Program Manager, visited regional offices. Ministry news packages were regularly sent to all district offices. A presentation on the Program was made to the O.P.P. and the Personnel Services Branch.

Female employees of the Ministry attended Regional Delivery Days sponsored by the Affirmative Action Council.

Highlights of Ministry Affirmative Action Program

The 1981/82 Affirmative Action Program concentrated on Management Accounts and Accelerated Career Development activities for women. Branch Directors submitted Plans to the Deputy Minister identifying on-the-job training areas as well as reporting Affirmative Action results at year end. Accelerated Career Development included on-the-job training, job rotation and secondments. The Affirmative Action Incentive Fund was accessed for three on-the-job training experiences.

The Equal Opportunity Advisory Committee and Task Forces continued to address problem areas and initiate activities to reflect or meet employee needs. continued to offer lunch-hour workshops and courses, including "Effective Speaking" and "Career Development" for women. Scanner, the bi-monthly Ministry newsletter was published, as well as a Human Resources Development brochure. The three libraries were replenished.

The data base was updated with the Annual Statistics Report being printed distributed. Close monitoring took place of competitions in under-represented classes and a post-audit of all competitions in the Ministry was conducted. A system was established to receive all competition data on an ongoing basis.

The Human Resources Development Advisor offered career, academic and personal counselling to women in the Ministry, as well as consultation to managers on the relation to staff and individual problems and complaints. She also visited regional offices. The Affirmative Action Program Manager was Vice-Chair of the Affirmative Action Council's Regional Delivery Task Force.

Highlights of Ministry Affirmative Action Program (cont'd)

1981/82 was a breakthrough year for the Affirmative Action Program in the Ministry: a female manager was hired in Financial Services; a female statistician was hired by the O.P.P.; a female office manager came aboard at the O.P.P. Training Branch in Brampton, and a female engineer is now working at the Ontario Fire Marshal's Office, as well as first-time female Fire Safety Inspectors. The fiscal year closed with the appointment of a woman Metropolitan Toronto Police Commissioner, Jane Pepino.

MINISTRY OF: TRANSPORTATION AND COMMUNICATIONS

CHAPTER 27

Total Number of Employees in the Ministry: 10,003*

Women's Share of Ministry Employment: 17.9% (1792)*

Women's Share of Female OPS Employment: 6.3%

Salary Distribution

Women average salary 1980/81: \$14,307.
1981/82: \$16,454.
An increase of 15.0%

Men's average salary 1980/81: \$20,394.
1981/82: \$21,700.
An increase of 6.4%

Women's average salary was 75.8% of men's in 1981/82 (compared to 70.2% in 1980/81), for a decrease in the wage gap of 5.6%.

Accelerated Career Development Initiatives

- Number of ACD initiatives under AAIF:	6
- Other ACDs:	61
- Total number of initiatives undertaken by Ministry women:	67
- % of Ministry women this represents:	3.7%

Inventories

A Career Development Inventory has been established in the Affirmative Action Program office. This inventory indicates the career goals and/or interests of MTC women, their education and employment history. The inventory may be accessed to identify women for developmental opportunities and special assignments that would assist them in meeting their career goals.

Allocation of Resources: Direct: \$141,766 Indirect: \$ -

Staff Training and Development

- Number of participants:	# of Men :	5693
	# of Women:	1076
- Females as a % of total participants:		15.9%
- Female participants as a % of Ministry females:		60.0%

The women's total share of staff training and development was 15.9% in 1981, slightly less than their Ministry representation (17.9%).

In 1981/82, women represented 14.2% of participants in internal (MTC and CSO) courses as compared to 13.4% in 1980/81. Although the percentage of women enrolled in management courses (in relation to total enrollees in management courses) dropped, from 15% in 1980/81 to 8.6% in 1981/82, there was a significant increase in female enrolment for Technical/Professional courses, from 6% to 12.5%.

In addition, of the 648 employees enrolled in external courses, 32% were women.

* March 1982 IPPEB 237 statistics - includes LTIP employees

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	62	12.4	91(23)	951	142	418	45	285	44	12(4)	13.2
Clerical	29	50.9	9	38	6	25	3	25	3	0	0.0
Operational	0	0.0	19	154	0	92	0	89	0	0	0.0
Professional	28	5.0	64(13)	823	71	470	29	213	20	6(1)	9.4
Technical	2	0.4	10(4)	178	1	147	1	30	0	0(0)	0.0
CATEGORY											
Administrative Services	79	10.4	120	958	212	474	114	309	87	29	24.2
Clerical Services	880	67.8	2	8	1	2	0	2	0	0	0.0
General Operational Serv.	13	6.4	14	136	42	66	26	46	11	2	14.3
Institutional Care/											
Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	18	0.6	183	1561	53	924	29	607	19	4	2.2
Office Services	570	94.5	1	1	2	1	2	1	1	1	100.0
Scientific and											
Professional Services	7	9.6	1	19	9	5	4	4	4	1	100.0
Technical Services	104	5.1	72	625	63	333	24	268	22	5	6.9
TOTALS	1792	17.9	586(40)	5452	602	2957	277	1879	211	60(5)	10.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Regional Delivery

The Ministry's network of Regional Affirmative Action representatives includes 5 Council Members and 34 Unit Representatives in the regional and district offices. The Network provides a communication and information dissemination system for the Program and related staff concerns.

In addition, a communication link has been established with each region via an Affirmative Action Regional Coordinator. The Coordinator acts as the Affirmative Action management liaison for each Region. (note: - not all coordinators are responsible for other human resource management functions)

Highlights of Ministry Affirmative Action Program.

The Ministry Affirmative Action Council introduced a newsletter under the logo "Working Together." Three issues were published in the fiscal year with the purpose of increasing the awareness of the Affirmative Action Program and to disseminate information to all employees.

The Program implemented new accelerated career development initiatives, promoted as "Affirmative Action Opportunities." These opportunities, which were open to Ministry women, consisted of training assignments in underrepresented areas, to help them become better qualified to compete for positions.

Affirmative Action branch and division plans were developed by Ministry managers to increase management accountability for achieving Affirmative Action plans.

A Data Base Guide was developed for the purpose of standardizing the collection, display and analysis of data.

Breakthroughs:

Branch Director
Review Officer
Inspector, Signs and Bldgs. Permit
Employment Standards Auditor
Purchasing Officer
Hwy. Equip. Oper. 3

MINISTRY OF: TREASURY AND ECONOMICS

CHAPTER 28

Total Number of Employees in the Ministry: 367
Women's Share of Ministry Employment: 50.1% (184)
Women's Share of Female OPS Employment: 0.6%

Salary Distribution

Women's average salary 1980/81: \$19,822.
1981/82: \$22,356.
An increase of 12.8%

Men's average salary 1980/81: \$29,755.
1981/82: \$32,863.
An increase of 10.4%

Women's average salary was 68.0% of men's in 1981/82 (compared to 66.6% in 1980/81), for a decrease in the wage gap of 1.4%.

Accelerated Career Development Initiatives

-	Number of ACD initiatives under AAIF:	--
-	Other ACDs:	12
-	Total number of initiatives undertaken by Ministry women:	<u>12</u>
-	% of Ministry women this represents:	6.5%

Inventories

The human resources inventory for all ministry employees is comprised of:

- . employee name, sex, classification, date of classification appointment, branch

all of which is categorized by occupational module and classification so that feeder groups for all vacancies are easily identified.

It is accessed regularly by the A.A.P.M. to notify women of career opportunities and to assist in planning accelerated career development opportunities.

Allocation of Resources: Direct: \$24,983 Indirect: \$ -

Staff Training and Development

-	Number of participants:	# of Men : 105
		# of Women : 130
-	Females as a % of total participants:	55.3%
-	Female participants as a % of Ministry females:	70.7%

OCCUPATIONAL DISTRIBUTION OF WOMEN IN MINISTRY
and HIRE/PROMOTION PROGRESS REPORT IN UNDER-REPRESENTED CLASSES

Occupational Module/Category	Distribution of Ministry Women		# of Vacancies (*)	# of Applicants		# Qualified		# Interviewed		Women Hired	
	# as of 31/03/82	% of Mod./Cat.		M	F	M	F	M	F	Total # (*)	As a % of Vacancies Filled
MODULE											
Administrative	14	29.2	1	83	10	13	2	9	2	0	0.0
Clerical	6	85.7	--	--	--	--	--	--	--	--	--
Operational	0	0.0	--	--	--	--	--	--	--	--	--
Professional	39	29.5	12(6)	162	40	124	29	29	11	3(2)	25.0
Technical	--	--	--	--	--	--	--	--	--	--	--
CATEGORY											
Administrative Services	9	40.9	2	155	46	44	9	14	3	0	0.0
Clerical Services	58	73.4	1	7	0	3	0	3	0	0	0.0
General Operational Serv.	0	0.0	1	25	1	10	0	6	0	0	0.0
Institutional Care/ Correctional Services	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	--	--	--	--	--	--	--	--	--
Office Services	42	97.7	1	4	2	3	0	3	0	0	0.0
Scientific and Professional Services	9	42.9	--	--	--	--	--	--	--	--	--
Technical Services	7	87.5	--	--	--	--	--	--	--	--	--
TOTALS	184	50.1	18(6)	436	99	197	40	64	16	3(2)	16.7

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "# of Vacancies" and "Women Hired"

Staff Training and Development (cont'd)

Over the past three years, there has been a continued increase in the numbers of women taking courses of a Technical/Professional nature: in 1981/82, 80% of courses taken by women were Technical/Professional; in 1980/81, 69.2%; and in 1979/80, 61.8%.

Notably, 47% of the women taking Technical/Professional courses in 1981/82 were from the Office Services Category, compared to 9.8% in 1980/81.

Highlights of Ministry Affirmative Action Program

The Affirmative Action Program in Treasury and Economics was restructured to include a full-time program manager. Meetings were held between the A.A.P.M. and all branch directors to discuss continued commitment and program strategies. Information sessions were held with women across the Ministry to review program objectives, current issues and related activities.

A new Affirmative Action Advisory Committee was elected with representation from each division of the Ministry. The Committee meets every two months to discuss and identify needs relating to the development of the potential of female staff. In addition, members of the Committee assist in developing and maintaining lines of communication pertaining to equal opportunity programs between all levels of staff and the Affirmative Action Program Manager.

The Ministry sponsored three "Women in Business" luncheon seminars which focussed on the challenges facing women in the business environment. Overall, there was approximately 80% participation by ministry women.

Whereas it is not always practicable for small ministries to run career development workshops for a limited number of employees, one of the larger ministries was approached and two Treasury women attended career development workshops conducted by the Ministry of Consumer and Commercial Relations. (Career counselling to all women was provided as requested/required, initiating talks with managers, etc., regarding developmental moves.)

It is important to note that many of the under-represented classes in the Ministry have small populations and low turnover rates which make it difficult to set targets. In the absence of priority formula targets, the Ministry continued its commitment to the program by setting and meeting 2 non-formula targets at the PM-19 (Econ. and Stats.) level.

One woman was hired at the PM-21 (Econ. and Stats.) level, historically a male-dominated class in the Ministry. One woman was promoted from Clerk 5 General to Management (Personnel Administration AM-17).

Reclassifications increased ministry and service-wide representation of women in the following under-represented areas:

- One woman was reclassified to Financial Administration AM-18; and one woman to Purchasing Officer 3.

In addition, there was another unreported promotion, one woman to Assistant Director, General Administration-22, in 1980/81.

THE LIQUOR CONTROL BOARD OF ONTARIO

CHAPTER 29

Agency Description

Total Number of Employees: 3,506
Women's Share of Board Employment: 8.2% (288)

Occupational Characteristics

Women's share of store employment: 4.7% (an increase of 1%)
43.8% of total female employees are in the store system (an increase of 1.9%).
3.2% of total female employees in the store system are in Management positions (an increase of .5%).
13% or 22 women are in Management positions in Head Office (an increase of 7 women or 46.7%).
31 more women are employed by the Board than in 1980/81 although the total number of employees has decreased.

Salary Distribution

Women's Salary Distribution in 1981/82:	(1)	.35% - \$12,000
	(14)	4.86% - \$14,000
	(34)	11.81% - \$16,000
	(67)	23.26% - \$18,000
	(81)	28.13% - \$20,000
	(91)	31.60% - over \$20,000
	(288)	100 %

In 1981/82 women decreased their representation in the below \$18,000 salary ranges and increased representation in the \$20,000 and over salary range.

Outline of 1981/82 Action Plans

Executive Policy Commitment and Involvement

During 1981/82 the Chairman and General Manager continued to support the program and communicate goals and objectives, including year end results, via memorandum to all employees.

The re-organization of the Administrative function within the Liquor Control Board of Ontario during 1982 resulted in a changed reporting relationship for the Program Manager. She now reports directly to the Assistant General Manager, Personnel Administration Division.

Assignment of Responsibility

The L.C.B.O.'s full-time Program Manager is responsible for planning, developing and co-ordinating the Affirmative Action Program.

She meets regularly with the Assistant General Manager of Personnel Administration and communicates issues of concern, problems and recommendations to ensure positive results are achieved.

Allocation of Resources: Direct: \$32,000

The Program Manager developed and administered a separate budget.

Clerical assistance was provided when required.

Information Systems

Staff Training and Development Statistics

12 women participated in Management Development Workshops.

A total of four Career Development Workshops were conducted (in-house). Sixty-eight (68) women participated in Career Development Seminars throughout the province.

25 women attended Professional Development Seminars.

18 women took advantage of the Financial Tuition Assistance Program.

Recruitment, Selection and Promotion

The Program Manager continued to monitor competitions in under-represented areas and a post audit of all competitions was conducted.

13 women were promoted during the fiscal year.

As part of outreach recruitment, posters were designed and displayed in all outlets to increase female awareness and rate of application.

Breakthroughs

30 women were hired in non-traditional positions e.g. retail, Warehouse and bottling.

The number of female store clerks increased in outlets from 106 in 1980/81 to 126 in 1981/82. (An increase of 18.8%)

Regional Program Delivery

The Program Manager visited several districts throughout the province and delivered program at Supervisors, Managers and Assistant Managers meetings.

Information on Affirmation Action Program was included in new Employee's Orientation Kit.

NIAGARA PARKS COMMISSION

CHAPTER 30

Agency Description

Total Number of Employees: 244
 Women's Share of N.C.P. Employment: 25.0% (61)

Occupational Characteristics

Occupational Module/Category	Number of Women in Category/Module	Women As A % of Category/Module	% of Women in Agency This Represents
Administrative Module	0	0	0
Clerical Module	1	25.0	1.6
Operational Module	0	0	0
Professional Module	0	0	0
Technical Module	0	0	0
Admin. Services Category	0	0	0
Clerical Serv. Category	18	85.7	29.5
General Op. Serv. Cat.	9	13.8	14.8
Maintenance Serv. Category	0	0	0
Office Serv. Category	11	100.0	18.0
Operational Services Cat.	0	0	0
Scient. & Prof. Serv. Cat.	1	33.3	1.6
Technical Serv. Category	1	50.0	1.6
Retail Manager	8	36.4	13.1
Retail Sales Clerk	12	92.9	19.7
TOTALS	61	25.0	100.0

Summary of Occupational Changes

Women's representation increased by 1.5% in the General Operational Services Category, from 13.3% to 14.8% in 1981/82.

Women still have no representation in 7 categories/modules.

Salary Distribution

Salary Ranges	Men		Women	
	#	%	#	%
Below \$9,000	0	0.0	0	0.0
\$ 9,000 - \$14,999	0	0.0	16	26.2
\$15,000 - \$26,999	163	89.1	44	72.1
\$27,000 - and over	20	10.9	1	1.7
Totals	183	100.0	61	100.0

In 1981/82, the total of classified employees decreased to 244 from 247 the previous year. However, the number of women in the agency has increased to 61, from 60 the previous year.

Due to cyclical pay increases, 8 women have moved out of the \$9,000.00 - \$14,999.00 range into the \$15,000.00 - \$26,999.00 range.

There is still one woman in the \$27,000.00 and over salary bracket.

Outline of 1981/82 Action Plans

Assignment of Responsibility

The Women's Co-ordinator is a part time position combined with her regular job duties as Manager of the Queenston Heights Restaurant.

The Women's Advisory Committee meets once a month during the off season, to discuss any areas of concern which may exist.

Management Participation and Accountability

The Women's Co-ordinator (A.A.P.M.) reports directly to the General Manager of the Niagara Parks Commission.

The General Manager provided full support and involvement in the program by the review of all Affirmative Action reports, e.g. Annual Report.

The Women's Co-ordinator held meetings with the Management Committee whenever it was necessary during the year.

Information Systems

Staff Training and Development

All permanent employees are encouraged to take courses at Universities, Community Colleges, etc. Requests for educational assistance are reviewed by the General Manager and are financially assisted in accordance to the relation of the course to the applicant's current job position.

Out of a total of 42 courses attended, 40.5% were taken by women, and 59.5% were attended by men.

Women's share of the training dollar was 37.4% (\$1644.00) while men's share was 62.6% (\$2753.00).

Breakthroughs

1. In 1981/82 a female was hired permanently to become the first female Assistant Pastry Chef.
2. A female Assistant Manager was promoted to Manager in the Food Services Department. The job was previously held by a male, who was transferred to another food outlet.
3. A female supervisor was promoted to Manager in the Food Services Department. The position was previously held by a male who retired from the Commission.

Breakthrough (cont'd)

4. A Retail Management Trainee Program has been started with three female employees promoted to the program.
5. Two female gardeners were hired to the permanent staff. One was hired as a grower at the greenhouse, the other as a gardener at the Oakes Garden Theater. This is a first in this area.

TV ONTARIO

CHAPTER 31

(Ontario Educational Communications Authority)

Agency Description

Total Number of Employees: 402
 Women's Share of Agency Employment: 51.5% (207)

Occupational Characteristics

The breakdown of category and salary bands is unique to this Agency due to the Personnel and Payroll Systems in effect at TV Ontario.

By-Law Salary Level*	Male		Female		Total	
	#	% Cat.	#	% Cat.	#	% of Employees
1	4	100	-	-	4	1.0
2	6	85.7	1	14.3	7	1.7
3	16	84.2	3	15.8	19	4.7
4	7	70.0	3	30.0	10	2.5
5	30	63.8	17	36.2	47	11.7
6	8	57.1	6	42.9	14	3.5
7	10	66.7	5	33.3	15	3.7
8	4	40.0	6	60.0	10	2.5
9	4	15.4	22**	84.6	26	6.5
10	2	22.2	7	77.8	9	2.2
11	-	-	2	100.0	2	0.5
12	2	50.0	2	50.0	4	1.0
13	-	-	3	100.0	3	0.7
14	-	-	20	100.0	20	5.0
15	-	-	13	100.0	13	3.2
16	-	-	-	-	-	-
17	102	51.3	97	48.7	199	49.5
TOTAL	195	48.5%	207	51.5%	402	100%

* Salary Level Description

- | | |
|-----------------------------|--------------------------|
| 1) Executive Management | 10) |
| 2) | 11) Officer/Professional |
| 3) Senior Management | 12) |
| 4) | 13) |
| | 14) |
| 5) Middle Management | 15) Admin./Secretary |
| 6) | 16) |
| 7) | 17) Bargaining Unit |
| 8) Supervisory/Professional | |
| 9) | |

** Includes 3 secondments

Salary Distribution

Women's average salary was \$22,043 compared to \$19,987 in 1980/81, for an increase of \$2,056 (10.3%).

Men's average salary was \$30,051 compared to \$26,644 in 1980/81, for an increase of \$3,407 (12.8%).

Women's average salary in 1981/82 was 73.4 % of men's compared to 75% in 1980/81, for an increase in the wage gap of 1.6%.

Outline of 1981/82 Action Plans

Assignment of Responsibility

Reorganization within the Personnel Resources Branch placed responsibility for HRD and affirmative action with the Manager, Personnel Planning and Development, and a Human Resources Development Officer. (Prior to this reorganization, the Manager's position was vacant for seven months and the HRD officer spent a majority of her time dealing with recruitment).

One of the objectives of the restructuring is to enable more concentration on human resource planning considerations, as well as training and development. This emphasis continues to include the development of women at TV Ontario to assume increased responsibility and/or to prepare for career moves into new disciplines. The HRD officer continues to serve as the Women's Advisor and represents TV Ontario as an associate member on the Affirmative Action Council.

Allocation of Resources

	<u>Direct</u>	<u>Indirect</u>
Salaries and Benefits	\$ 7,700	\$ -
Transportation & Communications)		
Services)	8,000	1,700
Supplies & Equipment)		
	<u>\$15,700</u>	<u>\$ 1,700</u>

Management Participation and Accountability

Managers were asked to review the salaries of 25 employees at mid-year (18 or 72% of whom were women) and, if appropriate, recommend salary increases to better reflect the midpoint orientation of the salary range for competency in the job. All 25 employees received an increase to move them closer to the midpoint.

Information Systems

Staff Training and Development

During 1981/82, 11 women were financed by TV Ontario to participate in courses offered at educational institutions. Women spent 47% of the money allocated for the educational assistance program.

Staff Training and Development (cont'd)

In addition, numerous women in management attended two special half-day seminars with experts in the fields of computers and education.

Secondments

All five opportunities for on-the-job training were filled by female employees.

Recruitment

Of the 47 new hires during 1981/82, 29 (62%) were women. The latter filled bargaining unit, administrative/secretarial, officer level, and professional/supervisory level positions. A total of 23 positions were filled internally; 16 (69.6%) of these also went to women, five of which were in middle management levels.

In addition, 24 long-term contract staff were offered staff positions; 19 (79.2%) of these positions are held by women.

Breakthroughs

Actions were taken by Personnel and the Maintenance section of the Operations Branch to explore the possibility of an industry-wide apprenticeship program for electronics technologists to meet the dearth of qualified personnel. As plans are finalized, an outreach program in high schools will begin. The Women's Advisor will participate in this process to ensure that both male and female students will be informed of this unique opportunity. In this way, the traditionally male-dominated technical area should begin to be able to hire qualified female technicians as the three-year program gets underway.

THE WORKMEN'S COMPENSATION BOARD

CHAPTER 32

Agency Description

Total Number of Employees: 3,045
 Women's Share of Board Employment: 64.6% (1,968)

Occupational Scale	Number of Women		Women as % of Scale		as % of all Women Employees	
	1980	1981	1980	1981	1980	1981
Clerical	1,298	1,313	92.5	92.3	68.3	66.7
Industrial	27	28	22.5	22.8	1.4	1.4
Treatment	111	114	74.5	74.0	5.8	5.8
Management & Senior Admin.	466	513	36.0	38.1	24.5	26.1
TOTAL	1,902	1,968	64.1	64.6	100%	100%

Summary of Occupational Changes from 1980 to 1981

Women's share of employment at the W.C.B. has been steadily increasing since 1976. This trend continued during 1981.

1980 - 64.1% of Board employees were women
 1981 - 64.6% of Board employees were women

During 1981, there was an increase of 79 employees at the Board. Of these, 79, 83.5% were female and 16.5% were male.

Women's representation in the Management and Senior Administrative Scale has been steadily increasing since 1976. This trend continued during 1981.

1980 - 36.0% of Management and Senior Administrative Scale were women
 1981 - 38.1% of Management and Senior Administrative Scale were women

Outline of 1981 Action Plans

Executive Policy Commitment and Involvement

The Equal Opportunity Action Plan for 1981 was presented to Management Committee by the Equal Opportunity Co-ordinator and passed on March 18, 1981.

Assignment of Responsibility

The full-time Equal Opportunity Co-ordinator reports to the Vice-Chairman of Administration and General Manager and to the Executive Director of the Human Resources Division for program guidance.

Direct support staff consists of one full-time Program Assistant. One full-time temporary typist was hired as of March 20, 1981; prior to this date, a part-time typist was shared with Legal Branch. The Human Resources, Communications and Vocational Rehabilitation Divisions have all contributed staff throughout the year as direct support on various projects.

The Equal Opportunity Co-ordinator attends Employment and Staff Development Branch meetings to keep members of the Division up-to-date on program activities. These meetings are held bi-weekly.

Both the Equal Opportunity Co-ordinator and Program Assistant have been active members of the Affirmative Action Council. Both Co-ordinator and Assistant were members of the Task Force for Professional Development of Affirmative Action Program Managers.

Allocation of Resources

	<u>Direct</u>	<u>Indirect</u>
Salaries & Wages	\$21,000	\$27,000
Employee Benefits	2,800	3,700
Transportation & Communications	1,000	1,500
Services	7,000	
Supplies & Equipment	<u>13,900</u>	<u> </u>
TOTAL	<u>\$45,700</u>	<u>\$32,200</u>

(from the Executive Director's Budget in Human Resources Division)

Management Participation and Accountability

The following items represent general program activities.

- Executive directors and directors assisted in program planning and implementation by making suggestions and recommendations to the Equal Opportunity Co-ordinator.
- The Equal Opportunity Co-ordinator presented the "Human Rights in Employment Workshop" to over 100 supervisors and above from all divisions of the Board.
- Presentations on the Equal Opportunity Program were made during meetings of the administrators of the Claims Information and Counselling Services Branch and of the supervisors of the Vocational Rehabilitation Division.

Information Systems

Staff Training and Development Statistics

Of the total female employees, 36.6% (721 women) participated in staff training and development courses in 1981.

Re-evaluation of Existing Staff Policies, Practices and Procedures

The Equal Opportunity Co-ordinator remained an active member of the Personnel Policy Committee. The committee is active in the development of the new policies as well as in the process of updating and revising existing policies.

Regional Program Delivery

A seminar on "Human Rights in Employment" was presented to the staff of the Sudbury Regional Office and the London Regional Office.

The Equal Opportunity Co-ordinator visited the Windsor Office where a session on "Human Rights in Employment" was presented to area office administrators in co-operation with the Claims Information and Counselling Services Branch of the Claims Division.

APPENDIX

AFFIRMATIVE ACTION PROGRAM DIRECTIVE



GENERAL POLICY

Policy

Intent:

Equal opportunity for women Crown employees is the policy of the Ontario Government. In order to accelerate the rate of improvement in women's occupational status, the Ontario Government has also approved a policy of Affirmative Action for Women Crown Employees. Ministries are therefore directed to continue their Affirmative Action programs.

Authority

References:

Management Board Minutes of February 12 and March 4, 1980.

Cabinet Minutes of February 20 and March 12, 1980.

Definitions:

"Equal

Opportunity"

Equal Opportunity is the policy of the Ontario Government. It involves equality of access to all positions, and to training, promotional, and developmental opportunities regardless of race, creed, colour, age, sex, marital status, nationality, ancestry, or place of origin.

"Affirmative

Action"

Affirmative Action is a results-oriented approach to increase the utilization of women in the work force. It involves:

- policy review and modification to eliminate systemic barriers to women's advancement; and
- planned, measurable results for achieving improvements in women's participation in staff development and in their occupational distribution.

"Systemic

Barriers"

Systemic Barriers refer to policies and practices which in themselves, or through inappropriate application, disadvantage certain groups in the work force.

"Numerical

Planning

Targets"

Numerical Planning Targets refer to minimum targets for improving women's representation in under-represented categories, modules and levels which are planned by the ministry and approved by Management Board.



► GENERAL POLICY (continued)

Definitions: (continued)

"Accelerated
Career
Development"

Accelerated Career Development refers to direct career development activities aimed at increasing the pool of qualified women within the Ontario Public Service by such means as:

- on-the-job training, job rotations and secondments; or
- full sponsorship of special staff development programs.

"Under-
represented
Category, Module
or Level"

Refers to any category, module, or level where women make up less than 30% of the population.

Applicability:

This policy applies to all ministries and to agencies, boards and commissions subject to Management Board policies, unless otherwise directed by Management Board.

Corporate
Goal:

The corporate and long-term goal of the Affirmative Action Program is to achieve equal opportunity for women Crown employees.

The achievement level of this goal is that representation by women, in all modules and categories, reach a minimum of 30% by the year 2000.

Corporate
Objective:

The long-term objective of the Affirmative Action Program is to raise the level and diversify the occupational distribution of women Crown employees as tangible evidence of their obtaining equal opportunity.

The planned achievement level of this objective will be determined by Management Board and communicated to all deputy ministers.

Ministry
Objective:

The long-term ministry objective for the Affirmative Action Program is to raise the level and diversify the occupational distribution of women according to numerical planning targets developed by the ministry and approved by Management Board.



► GENERAL POLICY (continued)

Affirmative
Action
Incentive
Fund:

A centrally monitored Affirmative Action Incentive Fund has been established by Management Board and is available to ministries:

- . to encourage achievement of the program objective; and
- . to assist managers in providing accelerated career development for women.

Criteria for accessing the fund and administrative procedures are available from the Women Crown Employees Office, Ministry of Labour.

Resource
Allocation:

Resources allocated by ministries to the Affirmative Action Program should:

- a) be clearly identified; and
- b) relate to:
 - . the size of the ministry;
 - . the proportion of women in the ministry;
 - . regional organization;
 - . ministry characteristics; and
 - . results achieved.



► MINISTRY IMPLEMENTATION REQUIREMENTS

Basic
Essentials:

The following basic essentials are required of all ministries:

- an Affirmative Action Program Manager, appointed by the ministry;
- a comprehensive data base;
- systems to ensure management accountability, which shall include tying affirmative action results to the ministry's performance appraisal system;
- review and monitoring of both personnel and management policies and procedures;
- regional delivery.

Ministry
Priorities:

In order to increase the pool of women qualified to compete for positions in the Ontario public service, all ministries must undertake accelerated career development in the form of:

- on-the-job training, job rotation and secondments; or
- full sponsorship of special staff development programs.

Choice of
Priorities:

Ministries must choose a minimum of 2 priorities from the following:

- a) Priorities to raise the level of the occupational distribution of women, i.e. initiatives to get more women into:
 1. executive positions (Program Executive Plan and Senior Compensation Plan);
 2. middle management (any under-represented modules);
 3. entry level management positions.
- b) Priorities to diversify the occupational distribution of women, i.e. initiatives to get more women into:
 1. skilled and semi-skilled trades and services;
 2. technical specialist positions;
 3. professional specialties.

Criteria for
Choosing
Priorities:

Ministries must ensure that the priorities they choose:

- relate to ministry problems (see "Criteria for Identifying Problems" in this Section);
- are realistic in quality and quantity;
- progress from the current stage of the ministry's Affirmative Action development and the results achieved to date;



MINISTRY IMPLEMENTATION REQUIREMENTS (continued)

Criteria for
Choosing
Priorities:
(continued)

- take advantage of special conditions and opportunities for raising and/or diversifying the occupational status of women. (For example, expected high turnover in any level of any under-represented category or module which would provide great potential for increasing the number of women.)

Criteria for
Identifying
Problems:

A problem exists where:

- little or no increase in women's representation over the last three years in any under-represented category/module/classification level has taken place;
- no women or very few women are in a level of a category/module/classification level;
- no or very few immediate potential female candidates exist for any level in an under-represented category or module;
- women have not been hired in proportion to their availability over the last three years in a level of a category or module. (Availability here refers to internal availability, which is women at the level directly below the vacancy, and external availability, which includes the numbers of women available from the private sector and in proportion to their graduate ratios. Data on availabilities are provided by the Women Crown Employees Office.)

Reporting
Systems and
Procedures:

Management by Results Reports (MBRs):

- should be submitted to the Women Crown Employees Office on December 1st of each year for analysis; and
- will be formally reviewed and approved by Management Board at the ministry's estimates review and approval process.

A brief semi-annual status report:

- should be submitted to the Women Crown Employees Office on September 30th of each year;
- will form the Affirmative Action Section of the General Management Report to Cabinet; and
- will be reviewed by the Civil Service Commission and Management Board prior to Cabinet.

Year-end reports on results achieved should be submitted to the Women Crown Employees Office on April 30th of each year for compilation of the Annual Report on the Status of Women Crown Employees.



► MINISTRY IMPLEMENTATION REQUIREMENTS (continued)

Corporate
Monitoring and
Evaluation:

The corporate monitoring and evaluation process includes:

- . the Annual Report on the Status of Women Crown Employees which is tabled in the Legislature;
- . the Affirmative Action Program Section of the Management Board's General Management Report; and
- . year-end and periodic status reports prepared by the Women Crown Employees Office for Management Board.

Ministry
Evaluation and
Modification:

Ministries are required to maintain their own systems of internal evaluation and modification. For assistance, see the WCEO Technical Assistance Paper "Ministry Internal Evaluation".

Ontario
Women's
Directorate

Women Crown
Employees
Office

Report 1982/83

*The Status of
Women Crown Employees*

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1982/83

NINTH ANNUAL REPORT

ON THE STATUS OF

WOMEN CROWN EMPLOYEES

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DEPUTY PREMIER AND
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CHAPTER I

INTRODUCTION

The fiscal year 1982/83 has been one of continued improvement for women in the Ontario Government. In October 1982, the Inflation Restraint Act was introduced, limiting the compensation of public servants, and restricting the development of any new compensation initiatives. There were fears that these measures could have a negative impact on the progress of women, or, at best, that the status quo would be maintained. The figures for the full year show, however, that women have decreased the wage gap by a further 2.2%, the largest single decrease ever. Inflation Restraint measures did not take effect until part way through the 1982/83 fiscal year. There was a low income protection provision and a high earnings ceiling in the legislation, which should be helpful to women in view of their superior numbers in lower level salaries. The factors affecting average salary data are, however, so complex that it is difficult to determine the specific impact of control measures. Suffice it to say that in this jurisdiction we are encouraged that the wage gap continues to decrease.

Three years of numerical target-setting and timetables have now been collected and analyzed, and at time of writing, an increased focus on corporate objectives for the government's Affirmative Action Program is being developed for implementation in the 1984/85 fiscal year.

The climate of restraint with all its concomitant effects on human resources planning and management, continued to impinge upon the rate at which ministries could hire and promote women in under-represented areas. Our studies have shown, however, that the targetting concept provides an invaluable tool in assessing the possible, and determining where additional initiatives will be necessary if the corporate goals are to be achieved over the next 17 years. The Report on fiscal year 1983/84 will detail the conclusions of our analysis of the results of the quantified planning concept used since 1980, and the initiatives which will be undertaken to strengthen the achievement of results.

At time of writing, a further significant change has taken place. The Honorable Robert Welch, Deputy Premier of Ontario, was appointed Minister Responsible for Women's issues on May 17, 1983. This was followed by the establishment of the Ontario Women's Directorate and the appointment of Glenna Carr as its Executive Director. The transfer of the Women Crown Employees Office and the Women's Bureau from the Ministry of Labour to the new Directorate then took place.

The impact of these changes on the Government's Affirmative Action Program will be reported in the 1983/84 Report, but coupled with the growing strength of the program and documented steady improvements in OPS women's status, the impact cannot but be positive.

CHAPTER 2

CORPORATE ACTIVITIES:

THE WOMEN CROWN EMPLOYEES OFFICE

The Women Crown Employees Office (W.C.E.O.) was established in April, 1974, to implement those recommendations of the 1973 Green Paper "Equal Opportunity for Women in Ontario: A Plan for Action" which related to improving the status of women employed in the Provincial Government.

During 1982/83, the W.C.E.O. had a staffing complement of seven: a director, three program development officers, a program assistant and two support staff. In addition, three women from ministries obtained career development experience at a corporate level through six-month placements with the Branch.

The major responsibilities of the Women Crown Employees Office are:

- I. Program Development and Co-ordination
- II. Research, Monitoring and Evaluation
- III. Information and Education

related to the Affirmative Action Program. While the W.C.E.O. has been designated to carry out these functions, the Office works closely with the Civil Service Commission and its staff, and the Management Board Secretariat and its staff. These central agencies have primary responsibility for policies and programs which affect all employees.

This chapter will report on the activities of the W.C.E.O. and those other areas of Government which contributed toward the Affirmative Action Program during the 1982/83 fiscal year.

I. PROGRAM DEVELOPMENT AND CO-ORDINATION

A number of projects were undertaken relating to the planning and reporting of Affirmative Action initiatives and results across Government.

These include:

- detailed examination of hire/promotion target methodology in response to the 1981 Report of the Provincial Auditor, and review by the Standing Committee on Public Accounts. The results of the 1982/83 fiscal year are to be included in this project before final modifications to the methodology are completed. A secondary objective of this project is to computerize the hire/promotion target process service-wide, thereby eliminating the time-consuming manual calculation of targets by ministry staff. This project will be completed during 1983/84;

- review of the corporate goal of a minimum of 30% female representation in all modules and categories by the year 2000. This review was also in response to the Provincial Auditor's observations, and final conclusions rely upon the analysis of three full years of results. A response will be prepared in 1983/84;
- development of a planning mechanism for small ministries, where few if any targets are statistically possible. This is an interim measure pending the outcome of the study of the 30% goal and target methodology;
- the Affirmative Action Incentive Fund remained at \$300,000 and was administered by the W.C.E.O. on a contingency basis, to cover planned accelerated career development initiatives in ministries where funds were not immediately available. The allocation process was modified to allow for extra support to small ministries.
- the examination and improvement of the data bases used by the W.C.E.O. This project involves improving existing computerized data, determining future needs and computerizing manual data collection and reporting as far as possible. The objectives include reducing human resource requirements on routine tasks in order to transfer them to more interesting and essential analytical work. It is also necessary to speed-up the time-frame on reporting so that program modifications are more immediately responsive to changes in the workplace (such as hiring freezes and reorganizations). Another aspect of this project is the provision of additional timely, comparative data to ministries on a corporate basis.

The Ministries continued to implement and report on the major elements of the Affirmative Action Program by setting annual numerical planning targets, and undertaking accelerated career development initiatives to develop, hire, and promote women into under-represented occupations.

The W.C.E.O. reviewed ministry plans which were then approved by Management Board of Cabinet. Ministries chose program priorities in order to maximize results, and continued to maintain the basic elements of the program as defined in the 1980 Affirmative Action Directive.

Management Board of Cabinet reviewed ministries' progress in achieving numerical targets twice during the fiscal year: at September 30, 1982, and March 31, 1983.

Corporate Issues

The W.C.E.O. followed up on the January 1982 Corporate Issues Report with the Civil Service Commission and Management Board Secretariat.

Some items which were also the subject of collective bargaining were concluded through the process of arbitration, and the benefits later extended to the management and excluded groups of employees.

The gains for women employees during the 1982/83 fiscal year included:

Paid Maternity Leave: 17 weeks' leave of absence with 93% of pay for eligible employees, plus an optional additional 6 months unpaid leave-of-absence.

VDT Operators: Eye examinations and rest breaks for operators of video display terminals, and the right to transfer (on request) to another job for pregnant VDT operators.

Sexual Harassment: The publication of a policy in the Ontario Manual of Administration, which reflects the new Human Rights legislation and provides means of handling any such situations within the Government.

The WCEO also pursued other issues such as permanent part-time employment, the new classification system for clerical and office services workers (later stalled due to Inflation Restraint Act limitations), improved developmental opportunities for women aspiring to executive positions, sex stereotyping, and day care needs of OPS employees.

Administration Support Group

The technical work on this new classification system for clerical and office services jobs in the OPS was completed by the Civil Service Commission staff with input from the W.C.E.O. The Inflation Restraint Act precludes implementation of the plan at this time.

Experience '82

The W.C.E.O. again participated in the Ontario Youth Secretariat's Experience program, by providing summer employment for five students in various ministry Affirmative Action offices. These placements provided the students with direct experience in the Affirmative Action field through their projects relating to Affirmative Action research, education, publicity and program development.

In addition to their employment experience, the students were given additional special training; two two-day workshops were arranged for these Experience '82 students as well as any other students working in Affirmative Action offices. The first was held at the start of their employment, and provided an orientation to the Affirmative Action Program in the Ontario Public Service, structure of the Ontario Government and a broad range of issues relating to women in the workforce. Mid-summer, a career- and life-planning workshop was presented by two women from different ministries who had started their employment with the OPS in a previous year's Experience program.

II. RESEARCH, MONITORING AND EVALUATION

Data Packages

The W.C.E.O. provides a statistical information package to each Affirmative Action Program Manager twice yearly. The package includes data on hiring and promotion activity and occupational and salary distribution of men and women in the ministries and across the OPS.

Technical Assistance Packages

The M.B.R. and Targetting Technical Assistance Packages were revised and re-issued to assist Affirmative Action Program Managers in establishing numerical hire/promotion planning targets and other related affirmative action activities.

Preparation of the Eighth Annual Report

Further modifications were made to the format and content of this Report, such as the inclusion of graphic depictions to clarify or expand on statistical information, and additional detail regarding program components such as targets, accelerated career development initiatives, and competition monitoring.

The Annual Report, prepared by the W.C.E.O., is the result of a collective monitoring and evaluation effort on the part of all Affirmative Action Program Managers in the ministries and Crown agencies.

Analysis and Evaluation of Ministry Affirmative Action Plans

For the third year, all ministries were required to prepare detailed M.B.R. plans covering the following year's Affirmative Action program, incorporating the numerical planning targets concept. The W.C.E.O. reviewed these plans, recommending them for Management Board approval. Each plan was then integrated with other budget and program plans within the Ministry, and submitted to Management Board.

General Management Report

Ministries submitted mid-year and year-end reports to the W.C.E.O., reflecting their progress towards the planned numerical targets indicated in their M.B.R. plans. This corporate evaluation feature included reports on hire/promotion results and achievements in the area of accelerated career development initiatives, which were consolidated by the W.C.E.O. for submission with the General Management Report to Cabinet.

Staff Development Summary

For the first time an internal report was produced jointly by the Civil Service Commission and the W.C.E.O., summarizing staff development activity across the Service. The first report covered the years 1979/80 and 1980/81 and details such items as number of participants by ministry, course type, costs, occupation, and male/female breakdown. The first report had its limitations in terms of data validity, but the summary will be improved in subsequent years and will add to our knowledge of this critical aspect of women's preparation for advancement.

II. INFORMATION AND EDUCATION

The speaking engagements undertaken by the Women Crown Employees Office were mainly for internal government meetings, courses or seminars. The staff provided information about the Affirmative Action Program work carried out at

the corporate level, as well as providing input to corporate training courses such as the Selection Process Program for Personnel Administrators and the Program Executive Seminar for senior managers in the OPS.

The Women Crown Employees Office also participated on the Affirmative Action Council Task Force which determined the location and content of special Affirmative Action Information Days delivered to staff in the regions. Further information is in the Chapter Three section entitled "Regional Delivery Task Force".

Several courses were also arranged by the W.C.E.O. for the development of Affirmative Action Program staff. These included classification training, strategic planning, and affirmative action program orientation for new staff in ministries.

CHAPTER 3

CORPORATE ACTIVITIES:

THE AFFIRMATIVE ACTION COUNCIL

The Ontario Government's Affirmative Action Council is an official body within the government composed of the Affirmative Action Program Managers of each Ministry and Crown agency of the Province of Ontario.

The Council works closely with the Women Crown Employees Office and the central agencies and so serves as a forum for discussion and planning. The Council provides a formal mechanism for two-way communication between the program managers and the Director of the Women Crown Employees Office and, through this position, to the central agencies and councils of the government of Ontario.

Through monthly meetings and a number of task forces, the program managers and their assistants are able to identify problem areas within their mandates, to recommend modifications to existing corporate policies and practices and to act as a sounding board for proposed solutions that might affect the status of women Crown employees.

The program managers elect an Executive Committee annually. During 1982/83 the executive was:

Terry Bisset, President, Ministry of Revenue
Helen Walker, Vice-president, Ministry of the Attorney General
Callie Bell, Ministry of Agriculture and Food
Elizabeth Ritchie, Ministry of Transportation and Communications
Ann Taylor, Ministry of Government Services

TASK FORCES

The Affirmative Action Council Work Plan identified the major issues to be addressed in 1982/83. From this work plan, the Task Forces were identified and created. The following descriptions are an overview of the activities of the task forces during 1982/83. The Women Crown Employees Office was represented on each of the task forces and most ad hoc committees.

Task Force on Impact of New Technology

Purpose

To investigate the impact of microtechnology on employment opportunities in the Ontario Public Service.

Action

An educational package on the impact of new technology was prepared and distributed to Affirmative Action Program Managers.

preliminary meetings were held to establish an ongoing liaison between Systems Council and the Affirmative Action Council executive.

Information was gathered on systems training in ministries.

A training package was prepared listing computer courses available through boards of education, community colleges and universities in Ontario.

Representation

Attorney General
Consumer and Commercial Relations (Chair)
Government Services
Health
Office of the Premier
Revenue
Treasury and Economics
Women Crown Employees Office

Public Relations Task Force

Purpose

To increase awareness of corporate Affirmative Action Program activities within the Ontario Public Service.

Action

Three noon-hour seminars were held at Queen's Park: "Sexual Harrassment", "Accelerated Career Development", and "Safety in the Streets".

All three seminars were publicized in Topical to ensure wider readership and employee participation. Follow-up summary articles appeared in Topical highlighting seminar proceedings and related Ontario Public Service policies.

An employee interest survey was conducted to provide some basis for continuing to hold noon-hour seminars, including potential issues and topics for future seminars.

Representation

Agriculture and Food
Labour
Treasury and Economics (Chair)
Workers' Compensation Board
Women Crown Employees Office

Regional Delivery Task Force

Purpose

To provide information on the Affirmative Action Program and career development to women Crown employees throughout Ontario.

Action

One-day sessions, entitled, "Women in the Changing Workplace", were held in Cochrane, Thunder Bay, London, Brockville, Toronto Region (2) and Peterborough. There were 351 women participants from the various ministries in these regions. The workshop dealt with microtechnology in the workplace, skills identification, training/retraining and goal setting.

Interministerial committees continued to meet in Sault Ste Marie, Thunder Bay and Sudbury. Skills workshops were conducted with the assistance of regional Interministerial Affirmative Action committees: "The Automated Office and the Role of the Secretary" and "Computer Concepts" in Thunder Bay and "Career Planning" in Sudbury.

Representation

Attorney General
Community and Social Services (Co-chair)
Health
Municipal Affairs and Housing
Northern Affairs (liaison with Thunder Bay Interministerial Affirmative Action Committee)
Revenue
Solicitor General (Co-chair)
Transportation and Communications
Women Crown Employees Office

Small Ministries Task Force

Purpose:

To respond to the special Affirmative Action Program planning and delivery needs of small ministries.

Action

Recommendations to resolve common concerns of small ministries regarding corporate affirmative action planning and reporting requirements were made to the Women Crown Employees Office.

Three noon-hour information sessions on corporate planning issues were held for senior women in the small ministries. These sessions were designed to promote and support networking among senior women.

A Career Planning Workshop was held for support staff. In addition, research was conducted on developing an assessment centre to identify women with potential in the small ministries.

Mechanisms to promote secondments and job rotations for women between and among the small ministries were developed.

Representation

Civil Service Commission (Chair)
Consumer and Commercial Relations
Energy
Government Services
Intergovernmental Affairs
Northern Affairs
Office of the Premier and Cabinet Office
Provincial Secretariat for Social Development
Women Crown Employees Office

Professional Development for Affirmative Action Program Managers - Ad Hoc Committee

Purpose

To respond to council's need to be aware of Affirmative Action issues in other jurisdictions.

Action

The "Looking Ahead 1982" conference provided Affirmative Action staff and guests with the opportunity to exchange information and discuss issues with women in the fields of education, women's services, arts and nursing.

Representation

Government Services (Chair)
Industry and Trade
Revenue
Women Crown Employees Office

Ad Hoc Committee on Outreach Recruitment

Purpose

To initiate activities that will publicize and promote careers in the Ontario Public Service to young women in high schools.

Action

The committee liaised with the Ontario Youth Secretariat to ensure it encourages young women to explore non-traditional careers in the Ontario Public Service.

The committee developed a list of OPS women speakers on non-traditional careers for schools to use.

The committee met with guidance consultants in various boards of education to advise them of non-traditional careers in the OPS, and encouraged them to emphasize these careers.

The committee explored and recommended Choices (Employment and Immigration Canada's dual file system, which allows users to retrieve information on occupations and educational and/or training institutions) as a computerized tool for career counselling.

The committee met with a consultant from Senior and Continuing Education, Ministry of Education, to determine how this committee could ensure that guidance counsellors encourage women to enter non-traditional careers.

Representation

Agriculture and Food (Chair)
Consumer and Commercial Relations
Environment
Intergovernmental Affairs
Natural Resources

Administration Support Group Standards Review Ad Hoc Committee

Purpose

To review the Civil Service Commission's Administrative Support Group Draft Classification Testing and Evaluation Package (Feb. 1982) covering jobs in the Clerical and Office Services categories, and to provide, if appropriate, recommendations and suggestions for the implementation of this package.

Action

The Ad Hoc Committee prepared a paper incorporating comments and recommendations on the Draft Classification Standards Testing and Evaluation Package, which was submitted to the Civil Service Commission as a joint response from the Women Crown Employees Office and the Affirmative Action Council.

Representation

Agriculture and Food
Attorney General
Correctional Services
Environment
Health
Industry and Trade
Intergovernmental Affairs
Labour
Revenue (Chair)
Transportation and Communications
Treasury and Economics
Women Crown Employees Office

CHAPTER 4

ANALYSIS OF SERVICE-WIDE STATISTICS

This chapter uses stock profile comparisons or snapshot views of salary and occupational distributions of men and women at the end of the fiscal year to show the status of men and women in the Ontario Public Service at that point in time. Although these tables have some limitations for program evaluation purposes (such as a lack of distinction between changes arising as a result of the operation of the Affirmative Action Program and changes arising as a result of other trends), they are still useful in comparing fluctuations over a five-year period.

As well as the stock profile comparisons, there are several tables and graphic representations of specific accomplishments, and reflections of the experience of ministries in several aspects of the Affirmative Action Program. For the most part, these tables and graphics are similar in format and content to those included in the 1981/82 Report, and continue the trend begun in the last two years to refine evaluation techniques and provide more sensitive indicators of the Program. Two slight variations in the information presented in graphic form will be noted:

- 1) The graphic reflecting Table 3 Average Salary Increases (page 27) has been printed in a different order than the information in Table 3 itself: the graphic shows the Ministries in order from the largest increase for women to the smallest.
- 2) Graphics expanding on Table 7 information regarding Accelerated Career Development Initiatives Met, now show an additional distribution: the A.C.D. Initiatives Met by Priority Area refers to the Priority Areas as listed in the Affirmative Action Program Directive, under "Choice of Priorities" on Page 4-55-1 of the Appendix to this Report.

The other Tables and Graphics introduced in the 1981/82 Report have been produced again this year, in format similar to that used in 1981/82, so comparisons over the two years (or more, in some cases) are possible; for example, new or changed tables carried on for 1981/82 are:

- Table 5 series showing "Well-Represented Groups" and "Groups Requiring Improvement"
- Graphic Table 10B showing Reasons Targets Were Not Met, as well as Table 10A, showing Distribution of Targets Met by Priority Area
- Table 11 Service-Wide Comparisons of Staff Training and Development
- Table 12 Service-Wide Summary of Resources Used for the O.P.S. Affirmative Action Program

As in the past, it should be noted that several nomenclatures are used in the tables for Government executives (e.g. Senior Payroll, Executive Compensation Plan) due to slight variations in the data bases used.

Significant Statistical Notes

1. Wage Gap decrease: As of March 31, 1983, O.P.S. salary data shows a further 2.2% decrease in the wage gap: as of that date, women's average salary was 75.8% of men's. See Table 3: Average Salary by Ministry and Sex.
2. Women have again improved their salary position at a better rate than men. Women are now clustered in the \$17,000 - \$19,000 range, an improvement from the \$15,000 - \$17,000 range the largest number occupied in 1981/82. See Table 2: Service-Wide Salary Distribution by Sex.
3. Number and percentage of women in the O.P.S. increased: the total number of employees increased by 0.4% (245 more); the number of women increased by 1.2% (332 women), while the number of men actually decreased (by 87, or 0.2%) between 1981/82 and 1982/83. Women now make up 41.8% of the O.P.S. See Tables 1, 2 and 4 (Totals).
4. Occupational Distribution improvements: Again in 1982/83, 9 out of the 10 under-represented modules and categories showed improvement in their female representation. The Administrative Module is now at 29.3%, which is almost at the 30% goal. (This is an important "feeder" group for development of Senior Executives.)

Some areas have made only slow progress; Technical Module and Correctional Services, Law Enforcement Services and Technical Services Categories showed minor increases in female representation, while the number and percentage of women in Maintenance Services Category both showed minor decreases (the number of men in this category also decreased). See Table 4: Occupational Distribution by Sex.

5. Executive Compensation Plan progress: The total number of executives increased for the first time in several years; the number of women increased by 11 (25% over the 44 women in the E.C.P. in 1981/82), which makes up 27.5% of the total increase in E.C.P. employees. The increase in number of women in E.C.P. is also reflected in their representation, which was improved by a greater amount (1.2%) than in any year since 1979/80. See Table 8 series: Executive Compensation Plan.
6. Favourable results in Competition Statistics: The percentage of women hired in under-represented classes has again shown some improvement, either including or excluding the hires/promotions by waiver of competition. Women recorded a larger share of hires vs. applications, even though there was a decrease (of 18.7%) in the actual number of competitions. See Table 6 series: Hire/Promotion Progress and Men's and Women's Experience in Competitions.
7. Accelerated Career Development Initiatives exceeded: Overall, ministries achieved 39.2% (415) more than the original 1059 ACDs planned. The 1474 ACDs achieved in 1982/83 represents a 7.2% (99) increase over the 1375 achieved in 1981/82, and the percentage of O.P.S. women benefitting from these ACDs increased from 4.8% in

1981/82 to 5.1% in 1982/83. Women receiving ACDs will increase the pool of qualified women candidates available for future hiring opportunities. See Table 7 series: Accelerated Career Development Initiatives, and ACDs Met By Type and By Priority Area.

8. Numerical Hire/Promotion Planning Targets reduced: The original number of targets planned for 1982/83 as well as the numbers met, were lower than the planned and met numbers for 1981/82, but the actual number of targets met did exceed the number planned after mid-year analysis and revisions. The lower number of targets planned was a more realistic reflection of hiring constraints and the economic environment prior to the start of the fiscal year, and mid-year revisions took these conditions into consideration plus any other economic and/or hiring trends that were becoming evident as the year progressed. See Table 9: Numerical Planning Targets.

Statistical Tables : Descriptions and Highlights

Table 1 : Distribution of Classified Employees by Sex and Ministry

This table shows the distribution of classified employees, indicating each Ministry's total and female populations, and the percentage each is of the service-wide totals. The ranking is in descending order, according to the percentage of Ministry employees that are female.

As of March 31, 1983, there were 28,895 women employed in the Ontario Public Service, an increase of 332 women over the 1981/82 figure of 28,563. The total number of employees in the O.P.S. increased by 245, and the number of men actually decreased (by 87). Due to the large increase in the number of women and the decrease in the number of men, women's share of the total O.P.S. employment again increased by 0.3%, from 41.5% of total in 1981/82, to 41.8% in 1982/83. This continues a trend over the past several years, as can be seen in this table, which shows women's share of the total has risen almost 2% in just the last 5 years: from 39.9% in 1979 to the 41.8% for 1983.

Table 2 : Service-Wide Salary Distribution by Sex

This table shows the numbers and percentages of women and men in various salary ranges service-wide, with a more extensive breakdown for those earning over \$32,000 for the last three years. Two columns which were added for the first time in 1981/82 have been included again for men and women, indicating the overall increase (or decrease, which is in brackets), expressed as a percent, in groups of salary ranges, based on Subtotals (grouping together of salary ranges).

As can be seen in the accompanying graphic illustration, (page 25), women are generally decreasing their numbers in the lower salary ranges and increasing their numbers in the middle and upper salary ranges, and at a somewhat better rate than men. This is again noticeable at the senior levels (\$32,000 and up), where the number of women actually increased by 629, or

72.5% over the 868 women in those ranges in 1981/82. At the end of the 1982/83 year, 5.2 % of all O.P.S. women made over \$32,000, while only 3% of the women were in these ranges at the end of 1981/82.

In the \$23,000 to \$31,999 ranges, the number of women again increased; in 1982/83, 18.0% (5,192) of women are in these ranges, compared to 11.2% (3,197) in 1981/82 (and 7.3% or 2,074 in 1980/81), for an increase in numbers of women of 62.4% (1,995) over the last year alone (and a 150.3% (3,118) increase over the last two years).

The largest number of women in any one salary range are in the \$17,000 to \$18,999 range in 1982/83 (8,120 or 28.1% of all women), compared to the 36.4% (10,385 women) who were in the range of \$15,000 to \$16,999 in 1981/82. This salary range also recorded the largest gain in number of women since 1981/82 : from 2,988 to 8,120 women, an increase of 5,132 women or 171.8%.

Using the same groupings of salary ranges as were used in 1981/82, the \$15,000 to \$22,999 ranges increased their female representation considerably; 60% (17,128 women) were in these ranges in 1981/82, compared to the 78.8% (22,755 women) in the same ranges by the end of 1982/83.

Another continuation of a trend noticed in 1981/82 can be seen: the three most populous groups of women are now those earning from \$15,000 to \$20,999, whereas in 1981/82, the three most populous were those from \$13,000 to \$18,999, and in 1980/81, from \$11,000 to \$16,999. (Each year, the three most populous groups of women have been consecutive groups, showing women moving up in earnings achieved.) For the third year that this type of analysis has been done, it can be seen that, again, the three most populous groups of men are not consecutive salary ranges, preventing a similar comparison. An item of interest, however, is that the range containing the largest number of men is a higher range in 1982/83 than it was in either of the past two years; this year it was the \$23,000 - \$24,999 range with 14.9% of male O.P.S. employees, compared to the \$19,000 - \$20,999 range with 16.9% of men in 1981/82 and 14.7% in 1980/81.

Table 3 : Average Salary by Ministry and Sex

Average salaries for both males and females, for each Ministry, are shown in this table, and ranked in ascending order according to the percentage that women's average salary is of men's average salary. The accompanying graphic illustration shows the percentage increase in women's and men's average salaries, ranked in ascending order according to the size of increase in the women's average salary in each ministry.

The wage gap has again shown a marked decrease over the past year, so that women now earn 75.8% of what men earn. The 2.2% decrease in the past year continues the improvement noted in 1981/82, for an overall decrease in the wage gap of 3.8% since 1980/81. In the past year, women's average salary increased by \$2,419, or 13.4%, while men's average salary increased by \$2,500, or 10.2%; these changes can be seen as the last entries on the graphic illustration.

There has been an improvement in women's average salary expressed as a percent of men's in all ministries for which comparable 1981/82 figures are available except Senior Payroll, which has only been reported as a separate "ministry"

for the last three years). In addition, it can be seen in the accompanying graphic illustration, that in all ministries for which there is comparable detail in 1981/82, women's average salary increased by a greater percentage than the men's average salary.

Table 4 : Occupational Distribution by Sex

Table 4 shows the distribution of male and female employees by sex within the occupational modules and categories.

As of the end of 1982/83, the ten modules and categories that were under-represented in 1981/82 remain under-represented; however, it should be noted that women's representation has increased in nine of the ten. The most significant of these increases were in: the Administrative Module (2.0%), the Administrative Services Category (1.8%), the Operational Module (1.0%) and the Executive Compensation Plan (0.9%). The Administrative Module is now only 0.7% away from the 30% goal, and the Administrative Services Category is just 2.8% away from 30%.

Women increased their numbers in more modules and categories and at a greater rate than men. As can be seen on the graphic illustration accompanying Table 4, the number of women increased significantly in the Executive Compensation Plan (18.6%, or 8 more women), in the Technical Module (13.3% or 4 more women), in the Administrative Module (11.9% or 160 more women), and in the Administrative Services Category (11.1% or 156 more women). In all of these examples, the numbers of men also increased, but by a lesser amount.

Women also decreased their numbers in fewer modules and categories and at a lesser rate than men. In the Maintenance Services Category, women experienced their largest decrease (9% or 24 fewer women), although the number of men also decreased (by 2.3%, or 139 men.) In under-represented modules or categories, because the numbers of women are smaller, a small reduction in the numbers may appear to be quite large when expressed as a percent (as in this example).

The total number of employees in the Ontario Public Service has increased by 245 (0.4%), a change which occurred because the number of women increased by 332 (1.2%) while the number of men decreased by 87 (0.2%).

It appears that the technical areas have improved more this year than in the past, and the administrative areas are approaching the 30% goal. The corporate goal "to achieve a minimum of 30% representation by women in all modules and categories by the year 2000" is still undergoing review (and refinement as to the methods being used) in the light of more complete data now available, and trends becoming visible for under-represented areas.

Table 5A :	<u>Occupational Groups In Which Women Are Well-Represented</u>
5B :	<u>Occupational Groups In Which Women's Representation Requires Improvement</u>
5C :	<u>Summary Of Service-Wide Modules/Categories Content and Ministry Representation By Module/Category</u>

Table 5 is a two-part listing, plus a summary, of all occupational groups in the Ontario Public Service. The groups are listed in order, by Module and Category, with the numbers of males and females in the groups as of

March 31, 1983, and women's percentage representation in them, both at that time and for the four previous years. It should be noted that the status of any group on a service-wide basis may not be the same as in the various ministries; a group which is under-represented service-wide may be integrated in an individual ministry or vice versa. This is the second year that this table has been presented in this format.

Table 5A contains Integrated Groups, in which women comprise between 30% and 70% of the group (presented in the regular print style), and Over-represented Groups, in which women comprise more than 70% of that group, including Female Segregated Groups, which are 100% female. (Over-represented Groups are presented in a script style of print on Table 5A.)

Table 5B contains Under-represented Groups, in which women comprise less than 30% representation (presented in the regular print style), including Male Segregated Groups, where men make up 100% of the group (presented in the script style of print). These groups are the prime focus of the government's Affirmative Action Program, as they are the types of groups in which the female representation will need to be increased in order to meet the goal of 30% representation for all modules and categories.

Changes over the year from March 31, 1982 to March 31, 1983 were mainly positive. Five groups which were under-represented in 1981/82 became integrated by year-end 1982/83; two "new" groups in 1982/83 (one is an "underfill" group in Clerical Module, and contains only 2 people, 1 male, 1 female; the other is a result of conversion within the Professional Module of Social Work Supervisors to Social Work, mainly a change in titles, not actually people changing jobs) have been added to the list of Integrated Groups (Table 5A).

There were no groups added to the list of under-represented groups (Table 5B); those that were male segregated in 1981/82 are again male segregated in 1982/83.

Table 5C, appearing here for the second year, presents a service-wide consolidation of ministry occupational composition within each Module and Category for 1981/82 as well as 1982/83. The first two columns of figures indicate the number of groups in the module/category across the OPS, then the number of classes contained in those groups. The remaining six columns show, for each year, how many ministries have employees in each of the modules and categories, and whether it is well-represented by women (i.e. more than 30% female representation) or requires improvement in women's representation (i.e. below 30% female at present). "Well-represented" and "Require Improvement" are the corresponding titles used on Tables 5A and 5B.

One obvious difference between the 1981/82 and 1982/83 data is the increase in the number of ministries reporting staff in almost all modules and categories. The main reason for this was the formation of three different ministries from the reorganization of two which had previously been listed: the Ministries of Culture and Recreation and Industry and Tourism were reorganized and the Ministries of Citizenship and Culture, Industry and Trade, and Tourism and Recreation were formed at the end of the 1981/82 fiscal year.

Because of the change in number of ministries reporting staff in the modules/categories, it is not possible, in many cases, to compare the two years' data. However, at least one module shows a positive change: in five ministries, the Administrative Module is no longer under-represented.

Table 6A : Service-Wide Hire/Promotion Progress Report In Under Rep-
resented Classes: Comparison Of 1982/83 And 1981/82 Competitions

6B : Some Comparisons Of Men's And Women's Experience In
Competitions In Under-Represented Classes In 1982/83

Table 6A lists, by Module and by Category, the number of men and women hired into classes with less than 30% women, and the percentage of these total hires that were women. It also indicates the numbers of males and females who applied for these positions, and the percentage of applicants who were women. The numbers hired indicated on this table include waivers of competition (for Management classes) - and surplus placements (for Bargaining Unit classes).

The numbers and the calculations in this table are summarized from the information recorded in the table in each Ministry chapter of this report. An exception is the data for the Executive Compensation Plan, which was provided by the Office of Senior Appointments and Compensation of the Civil Service Commission, and which includes placements in some Agencies, Boards and Commissions of the Provincial Government.

In 1982/83, women accounted for 17.4% of all hires (including waivers and surplus placements) in these classes, and 14.7% of all applicants, whereas in 1981/82, women represented 16.3% of the total hires and 15.0% of the applicants. This reflects a 0.3% decrease in their share of the applicants, but a 1.1% increase in their share of the hires in under-represented classes, following a trend which was reflected in the corresponding tables last year. As was seen last year (comparing 1981/82 to 1980/81), the numbers of under-represented classes in which vacancies are actually filled are also fewer in number this year (2554 compared to 3140 in 1981/82, a decrease of 586 or 18.7%).

The information included on Table 6B is further detail relating to 1982/83 competitions in under-represented classes by Module and Category, as summarized from the tables in the Ministry chapters, plus similar information for the Executive Compensation Plan as stated above.

The detail recorded in the first five columns of this table is derived from the data on Table 6A, excluding Waivers of Competition and Surplus placements (as per Article 24 of the Collective Agreement). This additional data, relating to males and females hired through the regular competition process, was presented in this format for the first time last year. (Therefore, this second year of data provides the first opportunity for comparisons and/or indications of trends.)

The table presents a summary of ministries' experience in the competition process for the year 1982/83, for those hires/promotions which took place through the regular competition process : numbers hired and applied (as described above), numbers of applicants assessed as qualified, numbers of applicants who were interviewed, and a column in each case showing the percentage that females were of the total. The next two columns show the percentages of male and female applicants who were considered qualified, and the last two columns show percentages of qualified males and females who were interviewed.

In the competition process, women again exceeded their percentage proportion of qualified applicants (12.3%) and interviews (16.3%) by filling 16.6% of all competitions in under-represented classes. Again in 1982/83, a smaller

percentage of women (32.6%) than men (40.%) who applied for these vacancies were considered qualified, although women's experience at the interview stage indicate women fared better than men : 67.2% of qualified women, compared to 48.5% of qualified men were interviewed. In five modules/categories, it is of interest to note that all of the qualified women were interviewed, and in two of these, some women who were not totally qualified were interviewed (This only happened in one category for the men.); these could result in hirings/promotions at an "underfill" level, for either women or men.

The graphic illustrations which follow Table 6A and 6B reflect the information on the tables, based on totals in each case.

Table 7A : Accelerated Career Development (ACD) Initiatives

7B : Distribution Of Accelerated Career Development Initiatives
Met By Type

7C : Distribution Of Accelerated Career Development Initiatives
Met By Priority Area

Accelerated Career Development refers to direct career development activities aimed at increasing the pool of qualified women for under-represented areas within the Ontario Public Service by such means as : on-the-job training, acting placements, job rotations, secondments and sponsorship of special staff development programs.

The centrally monitored Affirmative Action Incentive Fund (A.A.I.F.), established by Management Board and administered through the Women Crown Employees Office, was available to ministries again in 1982/83. The purpose of the Fund is to encourage achievement of the Program's objectives by assisting managers to provide accelerated career development for women when additional funds are needed. (See Appendix, Page 4-50-3.)

Table 7A displays, by Ministry, for the 1982/83 year: the number of female employees, the number of planned and met ACD initiatives, and the percentage of women that number represents; then, 1981/82 figures are displayed for the number of initiatives met and percentage of ministry women that number represents.

As indicated on Table 7A, the ministries of the OPS met far more ACDs than were originally planned (415, or 39.2% more were met than the 1059 that were planned), although the number met through usage of the A.A.I.F. were fewer. It is also noteworthy that the number of ACDs met reflects this type of assistance being provided for 5.1% of women in the O.P.S. in 1982/83, compared to 4.8% of O.P.S women in 1981/82.

Table 7B displays the total number of accelerated career development initiatives carried out in 1982/83 in a graphic form of presentation, based on the types of initiatives listed in the first paragraph, above.

Table 7C displays these same initiatives carried out in 1982/83, also in the graphic format, based on the Priority Areas (see Appendix, Page 4-55-1). 1982/83 is the first year the information has been gathered in this fashion.

Table 8A : Executive Compensation Plan By Level And Sex
8B : Distribution Of Employees In Executive Compensation Plan
By Sex
8C : Executive Compensation Plan Competition Summary

During 1980/81, the Executive Compensation Plan was developed, replacing the old Senior Compensation Plan and Program Executive Series. Full conversion of the new plan has not been completed. Deputy Ministers are not part of this new Executive Compensation Plan, so their numbers have been added.

The figures reported in Tables 8A, B and C were compiled by the Office of Senior Appointments and Compensation of the Civil Service Commission, and include Ministries, Agencies, Boards and Commissions.

Table 8A shows the number of executive employees by sex and class level, and indicates women's representation at each level of the Executive Compensation Plan (E.C.P.) plus Deputy Ministers.

Table 8B shows a summary for the last seven years, of the employees in the Executive Compensation Plan (plus Deputy Ministers), indicating totals for each year, as well as number of males, and number and percentage of females. A graphic illustration of Table 8B information is included on the page following Tables 8A, 8B and 8C.

Although the percentage that women make up of each level is slightly lower this year for four of the levels, the number of women at six of the seven levels has stayed the same or increased, and two levels showed significant increases: there are 7 more women at the E.C.P. 3 level, and 5 more women at the E.C.P. 1 level than in 1981/82.

In 1982/83, the total number of employees in the E.C.P. increased for the first time in several years, adding 40 executives to the total; women accounted for 27.5% of this increase. Again in 1982/83, women's share of executive positions has improved, so that women now make up 8.1% of the E.C. compared to 6.9% in 1981/82. The number of women increased by 11 or 25% over the 44 women executives recorded in this table in 1981/82.

Table 8C shows a comparison of men's and women's experience in the competition process over the last three years, indicating both absolute numbers and women's percentage proportion of the total number.

Women's share of the total vacancies filled by competition was higher than either their share of total applicants or total interviews. Although women's representation at the various stages of the competition process is lower than in 1981/82, it is still generally better than it was two years ago (i.e. women's percentage share of total applicants, interviews and vacancies filled is higher in 1982/83 than it was in 1980/81).

Table 9 : Numerical Planning Targets

This table, appearing in this report for the third year, was instituted in the 1980/81 report. To facilitate meeting the corporate goal of raising the level and diversifying the occupational distribution of women in the O.P.S., ministries were to identify numerical planning hire/promotion targets for

under-represented classifications within selected priority areas. These numerical planning targets were calculated by multiplying the number of projected vacancies by the availability rate of qualified women for the jobs.

The table lists, by ministry and service-wide, the number of targets identified in the planning process, and the results achieved by the ministries at year-end, measured by the actual number of targets met. The number of targets met at year-end is then shown as a percentage of the original number planned and, in cases where the planned number was revised at mid-year, as a percentage of that revised number. The table then indicates comparative numbers of targets planned and met from the 1981/82 year.

The number of targets planned corporately for the 1982/83 fiscal year was 263, which is 64 or 19.6% fewer than the 327 planned for the fiscal 1981/82 year. At mid-year, ministries may revise their original number of targets, based on the number of vacancies which actually arise and the number of qualified females to date. In 1982/83, 11 ministries revised their planned targets, reducing the total planned number by 31 or 14.1%. (In 1981/82, the mid-year reduction was 53 targets, or 16.2%.) At year-end, the 248 targets met represented 109.7% of the revised planned number. These 22 targets met in excess of the revised planning figure is an improvement over the 1981/82 experience of meeting 10 targets fewer than the revised planned number.

As well, several ministries that were statistically unable to set more than one target (due to estimated low turnover and/or availability of qualified women at the planning stage) were able to achieve 18 hires/promotions within their priority areas.

The targetting process as a planning tool and the goal of 30% representation has been under review, for modifications appropriate to the socio-economic climate, and, based on the last three years experience, changes to this aspect of the program are currently being introduced. Some of these may become evident with the publication of next year's report.

Table 10A : Percentage Distribution Of Numerical Planning Targets Met
By Choice Of Priorities For 1982/83

10B : Numerical Planning Targets For Hires/Promotions For Women:
Reasons That Total Number Of Priority Targets Were Not Met

Table 10A (graphic) indicates the distribution of numerical planning targets met by the ministries for 1982/83 by each priority area (see Appendix, Page 4-55-1), expressed as a percentage of the total targets met.

Of the targets met, 73.4% (compared to 76.1% in 1981/82) were met in priority areas to diversify the occupational distribution of women in the Ontario Public Service : 42.7% in the Professional Specialties (37.1% in 1981/82); 23.4% in the Skilled and Semi-Skilled Trades and Services (34.1% in 1981/82); and 7.3% in Technical Specialist positions (4.9% in 1981/82). The remaining 26.6% were met in areas to raise the level of women in the O.P.S. : 15.3% in Middle Management (15.9% in 1981/82) and 11.3% in Entry-Level Management (15.9% in 1981/82) positions.

Table 10B (graphic) illustrates the reasons that the total number of priority targets were not met in 1982/83. (Ministries may have met more targets than they originally planned at one class level, but failed to meet a target at a

different class level.) The total number of targets not met was actually greater than the difference between the number planned and the number met. (248 met - 226 planned revised = 22 not met; there were actually 64 targets not met in a total of 14 ministries.)

Of the total number not met, equal numbers (35.9%) were due to lack of hiring opportunities and lack of qualified female applicants for vacancies that did arise. The comparable percentages in 1981/82 were 36% and 33% for these same reasons. In 26.6% of the instances (18% in 1981/82), the women applying for targeted positions were not the best qualified candidate(s); miscellaneous factors made up the remaining 1.6% (13% in 1981/82) of reasons displayed in this graphic.

Table 11 : Staff Training And Development: Service-Wide Comparisons

This table displays information submitted by ministries regarding staff training and development activity carried out during 1981/82 and 1982/83, including the numbers of males and females attending the various types of courses and total costs by sex (based on Ministry-prepared Staff Development Report on form CSC 289). Calculations have been prepared, showing for each year: the female percentage of total participants, female percentage of total costs, the average cost per male and female participant, and the percentage increase or decrease from the previous year.

Between 1981/82 and 1982/83, increases were seen in the number of women taking courses, the dollars spent on women overall, and in the average amount spent per woman; men experienced an increase in number of participants, but decreases in dollars spent and cost per male participant.

Table 12 : Service-Wide Summary Of Resources Used For Affirmative Action In The Ontario Public Service For 1982/83

This table displays several types of resources used in carrying out the service-wide Affirmative Action Program in 1982/83. The data on Direct Resources (monies allocated specifically for Affirmative Action in Ministry budgets) and Indirect Resources (funding provided by other ministry program areas from their budget allocations; for example, a ministry's Information Branch prepared a pamphlet/report for the A.A. Program office in that Ministry) are summarized from the Ministry chapters of this report.

Fifty-two accelerated career development initiatives were carried out as a result of the Affirmative Action Incentive Fund, as indicated on Table 7A.

The Staff Resources (i.e. people working in Affirmative Action Program positions) include one full-time or part-time Program Manager for each ministry, although one full-time Program Manager is responsible for two ministries. Appropriate levels of staffing are determined according to a number of factors, such as occupational distribution and degree of regionalization of the ministries.

Resources spent for the Affirmative Action Program are slightly higher in 1982/83 (compared to 1981/82), and the ratio of dollars spent per female in the O.P.S. is also slightly higher this year.

TABLE 1

DISTRIBUTION OF CLASSIFIED EMPLOYEES BY SEX AND MINISTRY

(Ranked by Percentage of Women in Ministry)

March 31, 1985

MINISTRY	TOTAL		FEMALE		WOMEN AS A % OF MINISTRY TOTAL				
	#	% of Total	#	% of Total	1983	1982	1981	1980	1979
Miscellaneous	135	.2	103	.4	76.3	74.8	75.6	65.6	66.3
Intergovernmental Affairs	54	.1	38	.1	70.4	75.0	52.8	49.7	48.8
Attorney General	3,215	4.7	2,217	7.7	69.0	68.4	67.7	66.7	65.5
Health	10,900	15.8	7,038	24.4	64.6	64.5	64.2	63.8	62.7
Consumer & Commercial Relations	1,708	2.5	1,066	3.7	62.4	62.8	62.3	61.6	60.9
Community & Social Services	10,409	15.1	6,431	22.3	61.8	61.3	60.8	60.5	59.2
Management Board (Incl. Civil Serv. Com.)	230	.3	132	.5	57.4	58.1	57.4	50.0	47.5
Education/Colleges & Universities	2,012	2.9	1,144	4.0	56.9	56.7	56.0	54.9 ²	*
Municipal Affairs & Housing	1,151	1.7	613	2.1	53.3	53.0	54.5	52.9	51.1
Treasury & Economics	361	.5	189	.7	52.4	50.1	50.3	47.7	47.7
Northern Affairs	150	.2	76	.3	50.7	49.3	48.0	45.9	47.4
Energy	170	.2	83	.3	48.8	50.0	44.8	45.1	44.2
Citizenship & Culture	555	.8	269	.9	48.5 ³	*	*	*	*
Labour	1,425	2.1	665	2.3	46.7	45.8	45.1	44.5	42.5
Tourism & Recreation (Incl. Ont. Place Corp.)	541	.8	226	.8	41.8 ³	*	*	*	*
Industry & Trade (Incl. Ont. Dev. Corp.)	522	.8	215	.7	41.2 ³	*	*	*	*
Revenue	3,843	5.6	1,569	5.4	40.8	39.9	38.2	38.6	37.7
Agriculture & Food	1,468	2.1	520	1.8	35.4	35.7	35.6	34.0	33.6
Government Services	2,807	4.1	928	3.2	33.1	32.5	31.0	30.0	29.3
Correctional Services	4,926	7.1	1,301	4.5	26.4	25.5	25.0	25.9	22.9
Natural Resources	4,187	6.1	961	3.3	23.0	22.7	22.3	22.4	21.9
Environment	2,079	3.0	431	1.6	21.7	20.9	20.6	19.1	18.9
Transportation & Communications	9,736	14.1	1,725	6.0	17.7	17.9	17.3	16.6	15.9
Solicitor General	5,891	8.5	884	3.1	15.0	15.4	15.2	14.6	14.4
Senior Payroll (EDS)	624	.9	51	.2	8.2	7.3	6.4	5.6	4.3
SERVICE WIDE	69,099	100.	28,895	100.	41.8	41.5	41.2	40.8 ⁴	39.9

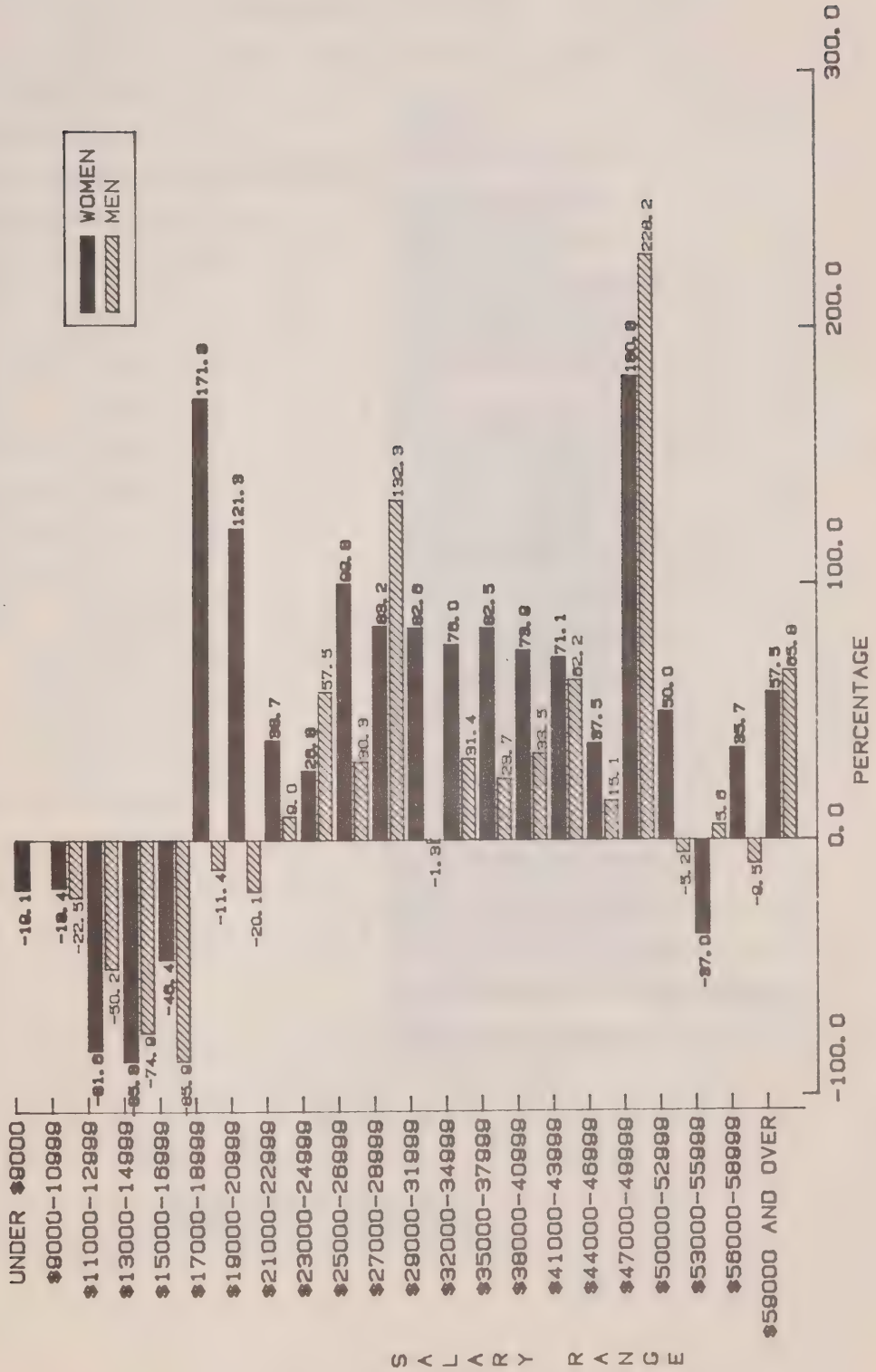
1. Miscellaneous includes: Justice, Resources and Social Policy Secretariats, Cabinet Office, Office of the Premier, Lt. Governor's Office and Niagara Escarpment.
 2. No previous data, as Ministry of Education was separate from Ministry of Colleges and Universities.
 3. Early in the fiscal year 1982/83, the Ministries of Culture & Recreation and Industry & Tourism were re-aligned to form three ministries: Citizenship & Culture, Industry & Trade and Tourism & Recreation.
 4. Senior Executive Category is included on Tables 1 and 2, excluded on Table 4.
- * Information not available.

TABLE 2
SERVICE - WIDE SALARY DISTRIBUTION BY SEX
March 31, 1983

SALARY RANGE	MEN			WOMEN			WOMEN AS A % OF TOTAL EMPLOYEES IN RANGE			
	#	%	%(-) DIFF FROM 1982 (#S)	#	%	%(-) DIFF FROM 1982 (#S)	1985	1982	1981	1980
Under \$ 9,000	6	0.0		58	0.1		86.4	88.7	88.5	56.5
\$ 9,000 - \$10,999	55	0.1		168	0.6		75.3	74.4	80.2	85.4
\$11,000 - \$12,999	119	0.3		164	0.6		58.0	78.8	87.3	73.4
SUB-TOTAL	180	0.4	(43.0)	370	1.3	(67.6)	67.3	78.3	86.6	75.9
\$15,000 - \$14,999	227	0.6		885	3.1		79.5	87.3	73.5	49.1
\$15,000 - \$16,999	819	2.0		5,568	19.3		87.2	64.2	50.5	22.7
SUB-TOTAL	1,046	2.6	(84.4)	6,451	22.3	(61.2)	86.0	71.2	62.9	58.7
\$17,000 - \$18,999	5,496	8.7		8,120	28.1		69.9	43.1	26.8	27.3
\$19,000 - \$20,999	5,435	13.5		5,512	19.1		50.4	26.8	22.1	30.8
\$21,000 - \$22,999	5,557	8.3		1,753	6.1		34.3	29.1	24.5	15.3
\$23,000 - \$24,999	5,991	14.9		1,802	6.2		23.1	27.2	15.9	16.5
SUB-TOTAL	18,277	45.5	3.7	17,187	59.5	110.5	48.5	51.7	22.5	22.8
\$25,000 - \$26,999	5,220	8.0		1,678	5.8		34.3	25.4	16.7	15.7
\$27,000 - \$28,999	5,269	8.1		885	3.1		21.3	25.6	15.8	13.7
SUB-TOTAL	6,489	16.1	67.3	2,563	8.9	93.7	28.3	25.4	16.3	14.8
\$29,000 - \$31,999	4,739	11.8		827	2.9		14.9	8.6	13.1	10.7
SUB-TOTAL	4,739	11.8	(1.3)	827	2.9	82.6	14.9	8.6	13.1	10.7
\$32,000 - \$34,999	2,903	7.2		549	1.9		15.9	12.4	11.3	*
\$35,000 - \$37,999	1,906	4.7		345	1.2		15.3	10.9	9.9	*
\$38,000 - \$40,999	1,358	3.4		207	0.7		13.2	10.5	8.9	*
\$41,000 - \$43,999	1,114	2.8		142	0.5		11.3	10.8	10.6	*
\$44,000 - \$46,999	626	1.6		55	0.2		8.1	6.8	13.1	*
\$47,000 - \$49,999	617	1.5		73	0.3		10.6	12.1	8.9	*
\$50,000 - \$52,999	217	0.5		27	0.1		11.1	7.3	9.7	*
\$53,000 - \$55,999	209	0.5		17	0.1		7.5	12.0	6.0	*
\$56,000 - \$58,999	67	0.2		19	0.1		22.1	15.9	2.3	*
\$59,000 and over	456	1.1		63	0.2		12.1	12.7	9.3	*
SUB-TOTAL	9,473	23.6	36.0	1,497	5.2	72.5	13.6	11.1	10.3	8.6
SERVICE-WIDE TOTAL	40,204	100.	(.2)	28,895	100.	1.2	41.8	41.5	41.2	40.8

* Prior to 1980/81, information was not collected according to these ranges.
1. Senior Executive Category is included on Tables 1 and 2, excluded on Table 4.

SERVICE-WIDE SALARY DISTRIBUTION BY SEX*
PERCENTAGE CHANGE IN THE NUMBER OF WOMEN AND MEN
AT MARCH 1983 COMPARED TO MARCH 1982 BY SALARY RANGE



*RE: TABLE 2

TABLE 3

AVERAGE SALARY BY MINISTRY AND SEX
(Ranked by Women's Salary as a % of Men's)
March 31, 1983

MINISTRY	AVERAGE SALARY		WOMEN'S AVERAGE SALARY AS % OF MEN'S AVERAGE SALARY				
	MEN	WOMEN	1983	1982	1981	1980	
Energy	\$38,692	\$21,805	56.4	48.5	47.8	43.7	
Industry & Trade (Incl. Ont. Dev. Corp.)	37,440	21,664	57.9	*	*	*	
Northern Affairs	34,826	21,233	61.0	60.2	56.3	51.8	
Attorney General	32,192	20,497	63.7	62.1	57.7	57.1	
Education/Colleges & Universities	33,177	21,316	64.2	62.9	60.3	58.6	2
Solicitor General	29,510	19,212	65.1	58.8	62.5	60.6	
Municipal Affairs & Housing	33,981	22,512	66.2	64.1	61.8	60.5	
Revenue	28,475	19,088	67.0	65.0	64.3	60.2	
Consumer & Comm. Relations	28,081	18,931	67.4	66.3	63.6	61.9	
Natural Resources	27,696	19,019	68.7	67.6	64.0	64.3	
Management Board (Incl. Civil Serv. Comm.)	38,624	26,580	68.8	65.8	65.8	60.5	
Treasury & Economics	35,718	24,805	69.4	68.0	66.6	61.6	
Labour	31,282	21,771	69.6	68.7	66.6	64.6	
Environment	28,531	20,208	70.8	69.1	64.7	64.5	
Agriculture & Food	28,890	20,496	70.9	70.0	67.5	66.3	
Government Services	25,568	19,534	76.4	75.3	69.8	70.6	
Intergovernmental Affairs	34,657	26,617	76.8	64.9	66.6	63.0	
Transportation & Comm.	24,364	18,988	77.9	75.8	70.2	71.8	
Tourism & Recreation (Incl. Ont. Place Corp.)	27,720	21,834	78.8	*	*	*	
Citizenship & Culture	28,575	23,014	80.5	*	*	*	
Community & Social Servs.	23,876	20,598	86.3	84.9	84.5	83.8	
Health	23,365	20,197	86.4	85.0	83.2	81.5	
Correctional Services	25,094	21,795	86.9	86.4	83.6	83.9	
Senior Payroll (EDS)	50,203	49,247	98.1	98.4	92.8	*	
SERVICE-WIDE	\$26,955	\$20,422	75.8	73.6	72.0	72.1	

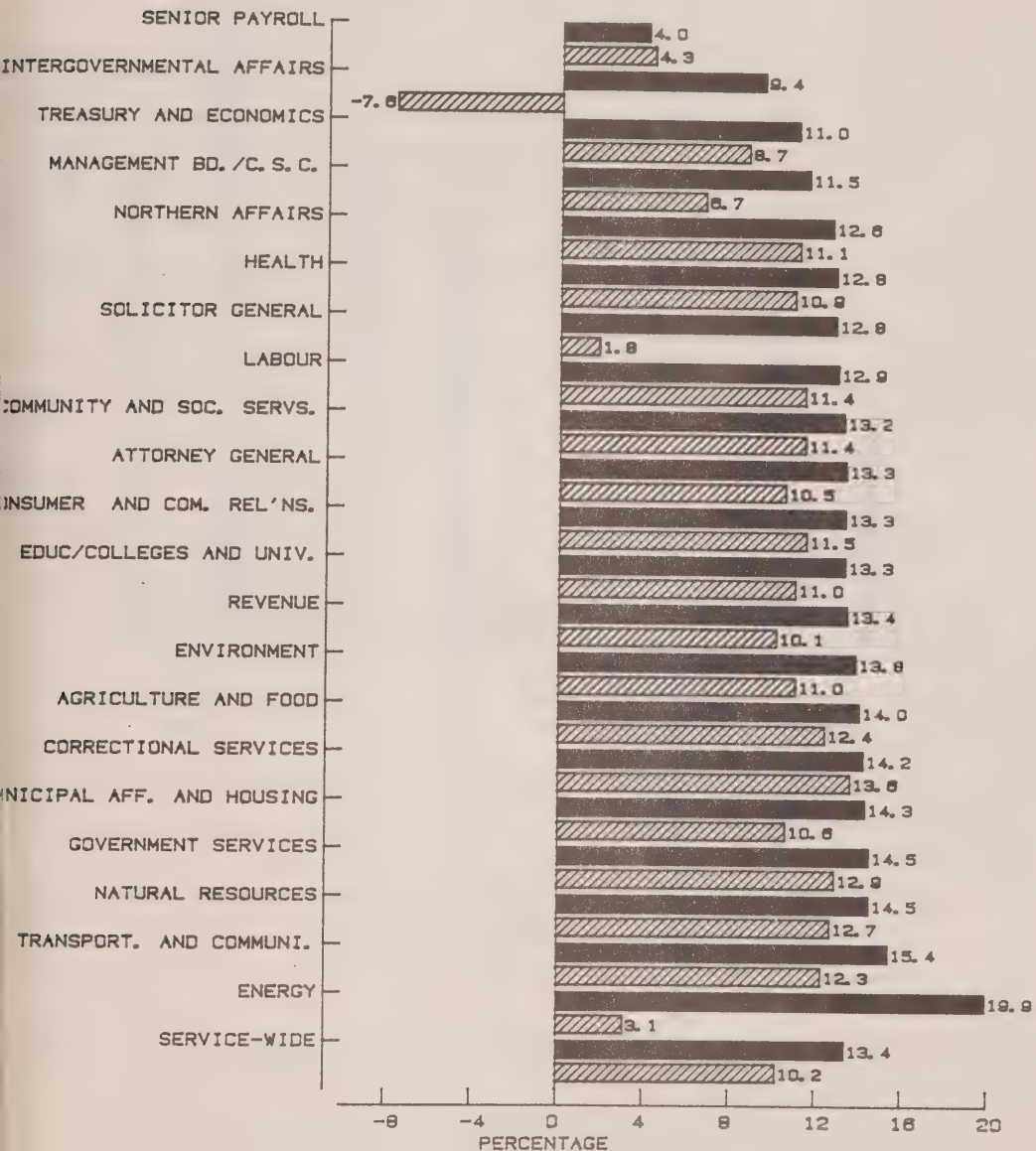
1. Early in the fiscal year 1982/83, the Ministries of Culture & Recreation and Industry & Tourism re-aligned to form three ministries: Citizenship & Culture, Industry & Trade and Tourism & Recreation.

2. No previous data, as Ministry of Education was separate from Ministry of Colleges & Universities.

3. A separate Senior Payroll (EDS) Module was added to this table in 1980/81; therefore, an anomaly exists between Service-Wide average annual salary figures prior to 1980/81 compared to those for the last three years.

* Information not available.

AVERAGE SALARY BY MINISTRY AND SEX* PERCENT INCREASE/DECREASE BETWEEN MARCH 1982 AND MARCH 1983



*RE: TABLE 3



TABLE 4

OCCUPATIONAL DISTRIBUTION BY SEX
MARCH 31, 1983

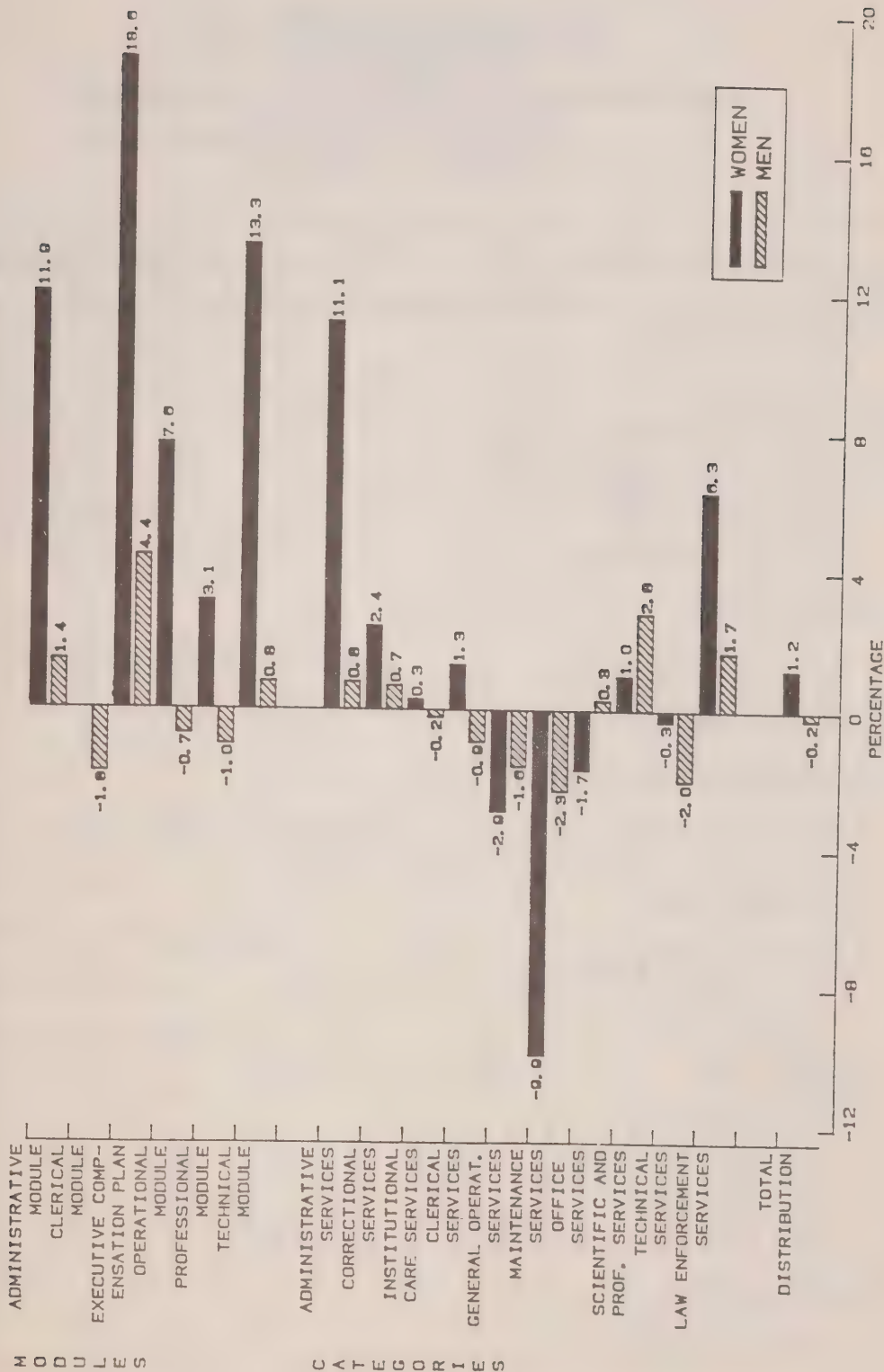
OCCUPATIONAL MODULE/CATEGORY	# OF MEN	# OF WOMEN	% INC/(DEC) IN ACTUAL #S: 81/82 TO 82/83		WOMEN AS A % OF TOTAL IN MODULE/CATEGORY				
			MEN	WOMEN	1983	1982	1981	1980	
Administrative Module	3,621	1,500	1.4	11.9	29.3	27.3	24.3	23.0	
Clerical Module	112	409	(1.8)	0.0	78.5	78.2	78.3	70.8	1
Executive Comp. Plan	574	51	4.4	18.6	8.2	7.3	6.3	5.6	
Operational Module	1,830	341	(0.7)	7.6	15.7	14.7	14.6	13.5	
Professional Module	2,794	690	(1.0)	3.1	19.8	19.2	18.6	17.4	
Technical Module	1,142	34	0.8	13.3	2.9	2.6	2.6	2.1	
Administrative Services	4,181	1,566	0.8	11.1	27.2	25.4	23.9	24.3	2
Correctional Services	2,630	472	0.7	2.4	15.2	15.0	14.5	13.9	
Institut. Care Services	2,050	3,871	(0.2)	0.3	65.4	65.3	64.8	64.0	
Clerical Services	1,952	8,151	(0.9)	1.3	80.7	80.3	79.5	79.9	
General Oper. Services	2,448	1,767	(1.6)	(2.9)	41.9	42.2	41.1	40.5	
Maintenance Services	5,981	218	(2.3)	(9.9)	3.5	3.8	3.7	3.1	
Office Services	308	6,485	0.3	(1.7)	95.5	95.6	95.6	95.7	9
Scientific and Professional Services	1,830	2,481	2.8	1.0	57.6	58.0	57.5	63.1	6
Technical Services	4,633	755	(2.0)	(0.3)	14.0	13.8	13.4	14.1	
Law Enforcement Services	4,117	102	1.7	6.3	2.4	2.3	2.1	1.9	
Miscellaneous: Unknown	1	2	(80.0)	(71.4)	66.7	58.3	71.4	41.7	
TOTAL	40,204	28,895	(0.2)	1.2	41.8	41.5	41.2	41.1	2

1. Female % representation for 1979 and 1980 is based on percentage of employees as shown on Table 8B (Distribution of Employees in Executive Compensation Plan by Sex), as numbers of executives for the years were not available in IPPEB.

2. This year only, Table 4 Service-Wide female representation excluded Senior Executive Category, while Tables 1 and 2 Service-Wide female representation included these employees.

* Information not available.

PERCENTAGE CHANGE IN NUMBER OF WOMEN AND MEN
BY MODULE AND CATEGORY BETWEEN MARCH 1982 AND MARCH 1983



*RE, TABLE 4

TABLE 5A

OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE WELL-REPRESENTED
MARCH 31, 1983

INCLUDES: - Integrated Groups (Women make up between
30% and 70% of that group)
- Over-Represented Groups (Women make up
70% or more of that group)

OCCUPATIONAL GROUP	MALE	FEMALE	WOMEN AS A % OF TOTAL			
	#	#	1983	1982	1981	1980
<u>ADMINISTRATIVE MODULE</u>						
General Administration	1,128	586	34.2	32.2	29.1	28.9
Information	47	29	38.2	34.6	31.0	45.0
Law Administration	200	147	42.4	41.7	37.8	33.1
Program Analysis	204	110	35.0	29.3	26.7	21.8
Personnel Administration	253	239	48.6	45.9	42.6	39.4
Social Programs Admin.	356	168	32.1	29.0	27.0	26.7
Translation	0	2	100.0	100.0	100.0	100.0
Administrative Underfill	29	37	56.1	67.3	60.0	70.8
<u>CLERICAL MODULE</u>						
Clerical Services	99	181	64.6	63.7	62.9	50.9
Office Equipment Operation	5	25	83.3	84.4	86.2	88.9
Transcription Services	7	202	96.7	97.1	96.2	95.9
Clerical Underfill	1	1	50.0	*	*	*
<u>OPERATIONAL MODULE</u>						
General Operational	172	148	46.3	44.4	44.1	40.1
Institutional Care	250	172	40.8	37.4	37.7	37.2
<u>PROFESSIONAL MODULE</u>						
Actuarial Science	4	2	33.3	16.7	16.7	20.0
Home Economics, Dietetics and Nutrition	0	37	100.0	97.6	97.9	100.0
Library, History and Archives	24	15	38.5	32.4	37.9	37.5
Medical	167	73	30.4	29.7	27.4	24.5
Nursing	35	167	82.7	82.9	83.3	82.3
Occupational and Physical Therapy	6	23	79.3	78.8	78.8	89.7
Social Work Supervisor	3	4	57.1	37.0	38.9	37.9
Speech Pathology and Audiology	5	5	50.0	60.0	50.0	60.0
Social Work	75	46	38.0	*	*	*
<u>TECHNICAL MODULE</u>						
Scientific Support	37	23	38.3	36.2	41.1	38.7

* Information not available.

TABLE 5A (cont'd)

OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE WELL-REPRESENTED

MARCH 31, 1983

INCLUDES: - Integrated Groups (Women make up between
30% and 70% of that group)
- Over-Represented Groups (Women make up
70% or more of that group)

OCCUPATIONAL GROUP	MALE	FEMALE	WOMEN AS A % OF TOTAL				
	#	#	1983	1982	1981	1980	1979
<u>ADMINISTRATIVE SERVICES CATEGORY</u>							
Management Systems and Services	354	186	34.4	33.6	31.7	38.5	40.6
Translation	7	11	61.1	61.1	57.1	63.2	65.0
Purchasing	75	52	40.9	37.7	35.4	36.1	28.7
Publicity	178	141	44.2	41.0	39.1	33.3	36.9
Social Programs	698	769	52.4	50.3	48.5	49.3	46.7
<u>CLERICAL SERVICES CATEGORY</u>							
Clerical Services	1,952	8,151	80.7	80.3	79.5	79.9	78.4
<u>GENERAL OPERATIONAL SERVICES CATEGORY</u>							
Personal Service (a)	238	144	37.7	38.3	38.1	40.2	43.5
Personal Service (b)	269	716	72.7	73.4	72.3	71.0	69.9
Cleaning, Caretaking and Security (a)	918	829	47.5	47.4	45.9	44.6	43.0
<u>INSTITUTIONAL CARE SERVICES CATEGORY</u>							
Institutional Care (b)	1,829	3,848	67.8	67.6	67.0	66.3	64.6
<u>MAINTENANCE SERVICES CATEGORY</u>							
Radio Operations	189	139	42.4	44.2	41.9	39.0	37.0
<u>OFFICE SERVICES CATEGORY</u>							
Data Processing	157	218	58.1	59.7	57.4	55.5	49.1
Office Equipment Operation (a)	4	141	97.2	97.4	97.4	97.4	96.4
Office Equipment Operation (b)	65	659	91.0	92.1	91.9	92.3	92.6
Typing, Steno, and Transcription Services (a)	58	289	83.3	82.3	82.2	80.6	80.6
Typing, Steno, and Transcription Services (b)	24	5,178	99.5	99.5	99.5	99.4	99.3

TABLE 5A (cont'd)

OCCUPATIONAL GROUPS IN WHICH
WOMEN ARE WELL-REPRESENTED
MARCH 31, 1983

INCLUDES: - Integrated Groups (Women make up between
30% and 70% of that group)
- Over-Represented Groups (Women make up
70% or more of that group)

OCCUPATIONAL GROUP	MALE #	FEMALE #	WOMEN AS A % OF TOTAL			
			1983	1982	1981	1980
<u>SCIENTIFIC AND PROFESSIONAL SERVICES CATEGORY</u>						
Home Economics and Nutrition	0	36	100.0	100.0	100.0	100.0
Library, History and Archives	25	41	62.1	60.3	59.1	58.5
Nursing	207	1,625	88.7	89.8	90.6	91.4
Occupational and Physical Therapy	6	100	94.3	92.8	92.5	90.6
Pharmacy	6	10	62.5	52.6	52.9	57.1
Psychology	153	95	38.3	37.9	37.4	41.4
Social Development	179	276	60.7	61.4	61.8	64.1
Speech Pathology and Audiology	2	28	93.3	93.9	92.9	82.1
Statistics	112	58	34.1	29.7	33.9	23.5
<u>TECHNICAL SERVICES CATEGORY</u>						
Scientific Support (a)	171	337	66.3	64.3	65.5	63.2
Social Science Support	26	85	76.6	79.2	73.8	75.2
TOTAL	11,009	26,604				

TABLE 5B

OCCUPATIONAL GROUPS IN WHICH
WOMEN'S REPRESENTATION REQUIRES IMPROVEMENT
MARCH 31, 1983

INCLUDES: - Under-Represented Groups (Women make up
between 0% and 30% of that group)
- Male Segregated Groups (Women make up
0% of that group)

OCCUPATIONAL GROUP	MALE	FEMALE	WOMEN AS A % OF TOTAL				
	#	#	1983	1982	1981	1980	1979
<u>ADMINISTRATIVE MODULE</u>							
Financial Administration	599	80	11.8	10.2	9.1	10.8	11.8
Institutional Management	201	23	10.3	9.3	6.4	6.7	5.7
Labour Relations	49	8	14.0	16.1	14.8	10.2	10.6
Property Administration	237	13	5.2	4.1	3.2	2.6	2.5
Purchasing & Supply	87	6	6.5	6.1	5.1	5.5	4.6
Systems Services	231	52	18.4	17.9	15.6	17.0	15.4
<u>OPERATIONAL MODULE</u>							
Agricultural Support	21	0	0.0	0.0	0.0	0.0	0.0
Correctional	436	19	4.2	4.8	4.5	6.7	7.5
Heating & Power	38	0	0.0	0.0	0.0	0.0	0.0
Printing	9	0	0.0	0.0	0.0	9.5	9.5
Skills & Trades	904	2	0.2	0.2	0.1	0.1	0.1
<u>PROFESSIONAL MODULE</u>							
Agriculture	128	4	3.0	4.5	4.1	3.1	3.6
Architecture	36	1	2.7	2.7	2.7	2.4	2.3
Chaplain	33	6	15.4	10.8	12.8	5.9	2.9
Dentistry	28	4	12.5	9.7	12.1	10.7	7.1
Economics & Statistics	253	106	29.5	27.7	24.1	26.6	28.1
Education	105	19	15.3	13.2	11.9	11.9	15.0
Engineering & Surveying	886	22	2.4	2.3	2.0	2.4	2.5
General Scientific	98	11	10.1	9.0	9.6	5.7	3.5
Legal	389	93	19.3	17.5	16.0	14.0	12.9
Pharmacy	23	6	20.7	17.2	18.5	16.7	19.4
Psychology	43	7	14.0	9.8	5.1	8.2	14.3
Resources Planning and Management	349	19	5.2	5.6	5.5	5.0	4.2
Research Science	13	0	0.0	0.0	*	*	*
Professional Underfill	55	20	26.7	27.1	28.1	25.5	3.6
Veterinary Science	36	0	0.0	0.0	2.4	0.0	0.0
<u>TECHNICAL MODULE</u>							
Draft, Design & Estimate	33	2	5.7	5.6	5.3	4.0	4.3
Engineering & Surveying Support	530	3	0.6	0.4	0.4	0.3	0.4
Photography	9	1	10.0	9.1	0.0	5.9	5.9
Resources, Technical	519	4	0.8	0.6	0.4	0.1	0.2
Telecommunications	9	1	10.0	10.0	10.0	5.9	0.0
Technical Underfill	5	0	0.0	0.0	0.0	0.0	*

* Information not available.

OCCUPATIONAL GROUPS IN WHICH
WOMEN'S REPRESENTATION REQUIRES IMPROVEMENT
MARCH 31, 1983

INCLUDES: - Under-Represented Groups (Women make up
between 0% and 30% of that group)
- Male Segregated Groups (Women make up
0% of that group)

OCCUPATIONAL GROUP	MALE	FEMALE	WOMEN AS A % OF TOTAL				
	#	#	1983	1982	1981	1980	1979
<u>EXECUTIVE COMPENSATION PLAN</u>							
Program Executive	1	0	0.0	0.0	0.0	0.0	0.0
Senior Executive	573	51	8.2	7.3	6.4	5.6	4.8
<u>ADMINISTRATIVE SERVICES CATEGORY</u>							
General Administration	732	144	16.4	16.2	15.0	11.3	9.8
Financial	428	106	19.9	18.6	16.4	13.9	14.2
Investigation (a)	64	3	4.5	4.8	3.3	1.7	1.1
Investigation (b)	427	56	11.6	10.3	10.4	9.3	7.8
Property Assessment	1,218	98	7.4	6.6	6.3	6.4	5.8
<u>CORRECTIONAL SERVICES CATEGORY</u>							
Correctional Services	2,630	472	15.2	15.0	14.5	13.8	13.2
<u>GENERAL OPERATIONAL SERVICES CATEGORY</u>							
Cleaning, Caretaking and Security (b)	194	28	12.6	12.4	11.4	9.4	8.8
Supply	601	47	7.3	7.1	6.2	5.6	5.1
Agriculture Support	228	3	1.3	1.3	0.4	0.7	1.1
<u>INSTITUTIONAL CARE SERVICES CATEGORY</u>							
Institutional Care (a)	221	23	9.4	8.5	8.0	3.9	3.2
<u>LAW ENFORCEMENT SERVICES CATEGORY</u>							
Law Enforcement Services	4,117	102	2.4	2.3	2.1	1.9	1.7
<u>MAINTENANCE SERVICES CATEGORY</u>							
Aircraft	69	0	0.0	0.0	0.0	0.0	0.0
Trades & Crafts (a)	780	1	0.1	0.1	0.1	0.0	0.0
Trades & Crafts (b)	1,055	0	0.0	0.0	0.0	0.0	0.0
Trades & Crafts (c)	946	35	3.6	3.6	3.6	2.0	1.8
Vehicle Operation (a)	2,091	16	0.8	0.6	0.5	0.2	0.2
Vehicle Operation (b)	383	5	1.3	1.7	1.1	0.8	0.6
Marine Operations	62	0	0.0	0.0	0.0	0.0	0.0
Heating & Power	314	0	0.0	0.0	0.0	0.0	0.0
Printing	92	22	19.3	19.7	23.0	24.1	20.8

TABLE 5B (cont'd)

OCCUPATIONAL GROUPS IN WHICH
WOMEN'S REPRESENTATION REQUIRES IMPROVEMENT
MARCH 31, 1983

INCLUDES: - Under-Represented Groups (Women make up
between 0% and 30% of that group)
- Male Segregated Groups (Women make up
0% of that group)

OCCUPATIONAL GROUP	MALE	FEMALE	WOMEN AS A % OF TOTAL				
	#	#	1983	1982	1981	1980	1979
TECHNICAL AND PROFESSIONAL SERVICES CATEGORY							
Agriculture	168	23	14.3	13.8	10.7	6.5	4.8
Education	111	30	21.3	21.3	18.9	17.8	18.2
General Scientific	232	59	20.3	19.9	17.3	18.6	17.8
Resources Planning & Management (a)	149	55	27.0	26.8	26.8	28.1	49.3
Resources Planning & Management (b)	396	36	8.3	8.7	7.2	8.2	8.3
Surveying and Engineering Services	76	4	5.0	2.3	2.1	9.1	7.1
Veterinary Science	8	0	0.0	0.0	10.0	11.1	14.3
TECHNICAL SERVICES CATEGORY							
Communications	93	1	1.1	1.0	1.1	2.7	1.4
Architect, Design & Estimate	545	80	12.8	13.5	13.3	15.6	16.2
Engineering & Surveying Support	1,504	65	4.1	4.1	3.2	2.9	3.3
Photography	60	16	21.1	22.1	19.7	18.6	14.3
Power Training	152	9	5.6	6.5	7.6	9.5	6.7
Scientific Support (b)	284	108	27.6	23.9	24.1	23.7	23.8
Resources Support	1,798	54	2.9	2.6	2.4	2.2	2.0
	29,194	2,289					

TABLE 50
SUMMARY OF SERVICE-WIDE MODULES/CATEGORIES CONTENT and
MINISTRY REPRESENTATION BY MODULE/CATEGORY

Occupational Module/Category	¹ Service-Wide (as of Mar. 31/83) Number of Groups in the Mod/Cat		² 1982/83		² 1981/82	
	14	4	112	24	Number of Ministries in the Mod/Cat	Number of Ministries in which the Mod/Cat is: Integrated or Over-rep
24						
	4	24	24	0	23	23
7						
	24	113	22	16	21	5
7						
	2	9	24	24	23	0
10						
	1	20	24	0	23	23
6						
	2	28	5	1	3	2
1						
	1	18	1	1	1	0
10						
	5	44	24	0	23	23
16						
	9	160	20	12	19	9
119						
	3	3	19	5	23	18
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119						
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119						
	3	3	19	5	23	18
119						
	3	3	19	5	23	18

1. Number of Classes. Number of Groups are based on IPPFR Service-Wide occupational distribution as of 31 March, 1983.

COMPARISON OF 1982/83 AND 1981/82 COMPETITIONS

- 37 -

Occupational Module/Category	1982/83				1981/82			
	# Hired (*) Male	# Hired (*) Female	F%	# Applied Male	# Applied Female	F%	# Hired (*) Male	# Applied Female
MODULE:								
Administrative	332(130)	117(47)	26.1	7204	1842	20.4	349(73)	115(35)
Clerical	3(1)	7(1)	70.0	56	91	61.9	14(4)	4(2)
Operational	95(7)	15(0)	13.6	1017	75	6.9	85(5)	8(-)
Professional	193(79)	40(19)	17.2	3116	554	15.1	243(54)	53(12)
Technical	31(4)	1(0)	3.1	360	7	1.9	63(14)	3(-)
Executive Compen- sation Plan ²	48(8)	6(4)	11.1	2850	313	10.0	23	8
CATEGORY:								
Administrative Services	344(1)	114(1)	24.9	10797	2039	15.9	263	104(1)
Clerical Services	7(2)	6(0)	46.2	80	61	43.3	16	4(1)
General Operational Serv.	77(4)	10(0)	11.5	3301	177	5.1	143(2)	17
Institutional Care	10	2	16.7	29	7	19.4	44	12
Correctional Services	131	47	26.4	2200	480	17.9	239	64
Law Enforcement Services	295	20	6.3	54	4	6.9	394	39
Maintenance Services	276(4)	4(0)	1.4	3976	81	2.0	423(2)	11
Office Services	13(0)	7(0)	35.0	108	61	36.1	19	5
Scientific and								
Professional Services	95(2)	31(0)	24.6	2844	923	24.5	159	45
Technical Services	160(4)	17(0)	9.6	3259	407	11.1	146	20
TOTALS	2110(246)	444(72)	17.4	41251	7127	14.7	2628(154)	512(51)
							40916	7231
								15.0

1. Information included here is summary detail of competitions reported by Ministries for all classes in Modules and Categories that are under-represented in the Ministry, and may include classes that are not under-represented service-wide.

2. Information on Executive Compensation Plan was provided by the Office of Senior Appointments and Compensation of the Civil Service Commission.

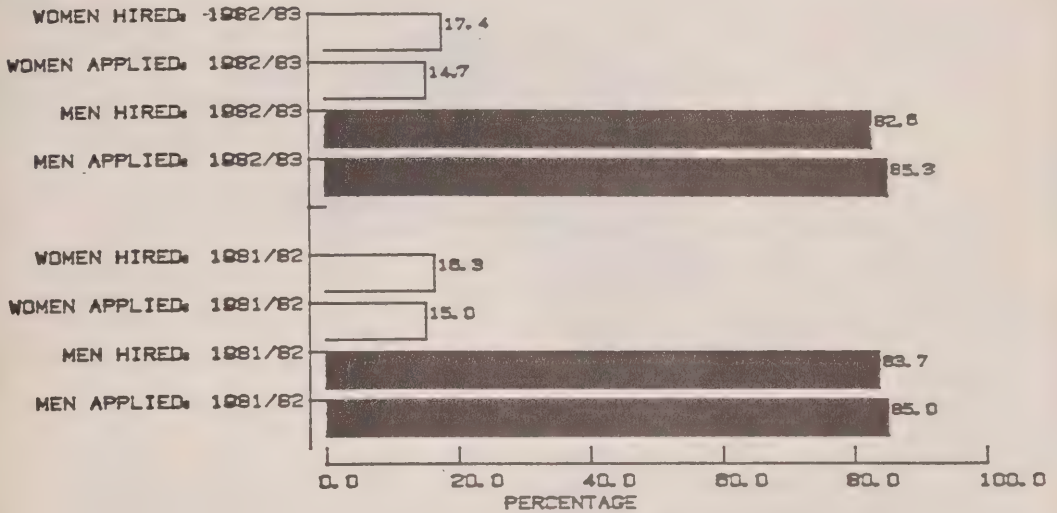
(*) Waivers of competition for Management classes (and surplus placements under Article 24 of the Collective Agreement for Bargaining Unit classes) are listed in brackets and included only in "# Hired".

TABLE 6B: SOME COMPARISONS OF MEN'S AND WOMEN'S EXPERIENCE IN COMPETITIONS
IN UNDER-REPRESENTED CLASSES¹
1982/83

Occupational Module/Category	# of Vacancies Filled by Competition Only			# Applied		# Qualified		# Interviewed		# Qualified As a % of # Applied		# Interviewed As a % of # Qualified	
	#	#	%	Male	Female	Male	Female	Male	Female	M%	F%	M%	F%
<u>MODULE:</u>													
Administrative	272	70	25.7	7204	1842	2296	496	1212	343	31.9	26.9	52.8	69.2
Clerical	8	6	75.0	56	91	18	25	17	27	32.1	27.5	94.4	108.0
Operational	103	15	14.6	1017	75	467	46	465	46	45.9	61.3	99.6	100.0
Professional	135	21	15.6	3116	554	810	154	598	116	26.0	27.8	73.8	75.3
Technical	28	1	3.6	360	7	206	2	136	2	57.2	28.6	66.0	100.0
Executive Compensation Plan ²	42	2	4.8	2850	318	1064	101	460	38	37.3	31.8	43.2	37.6
<u>CATEGORY:</u>													
Administrative Services	456	113	24.8	10797	2039	5315	811	1422	434	49.2	39.8	26.8	53.5
Clerical Services	12	6	50.0	80	61	28	20	21	23	35.0	32.8	75.0	115.0
General Operational Serv.	83	10	12.0	3301	177	1882	48	551	37	57.0	27.1	29.3	77.1
Institutional Care Serv.	12	2	16.7	29	7	27	7	23	5	93.1	100.0	85.2	71.4
Correctional Services	178	47	26.4	2200	480	1065	225	1059	225	48.4	46.9	99.4	100.0
Law Enforcement Services	315	20	6.3	54	4	8	0	24	0	14.8	0.0	300.0	0.0
Maintenance Services	276	4	1.4	3976	81	1172	20	916	17	29.5	24.7	77.3	85.0
Office Services	20	7	35.0	108	61	42	31	39	23	38.9	50.8	92.9	74.2
Scientific and Professional Services	124	31	25.0	2844	923	887	244	414	145	31.2	26.4	46.7	59.4
Technical Services	173	17	9.8	3259	407	1234	90	673	78	37.9	22.1	54.3	86.7
TOTALS	2237	372	16.6	41251	7127	16521	2320	8030	1559	40.0	32.6	48.5	67.2

1. Information included here is summary detail of competitions reported by Ministries for all classes in Modules and Categories that are under-represented in the Ministry, and may include classes that are not under-represented service-wide.
2. Information on Executive Compensation Plan was provided by the Office of Senior Appointments and Compensation of the Civil Service Commission.

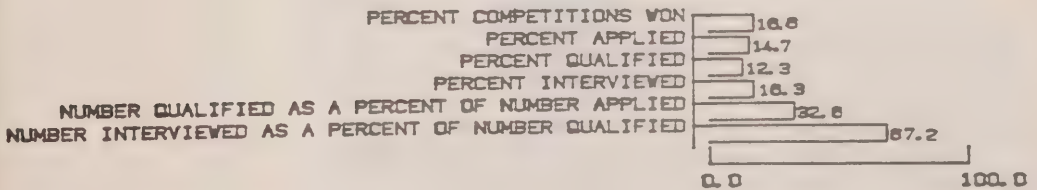
SERVICE-WIDE HIRE/PROMOTION PROGRESS REPORT
IN UNDER-REPRESENTED CLASSES
COMPARISON OF 1982/83 AND 1981/82 COMPETITIONS*



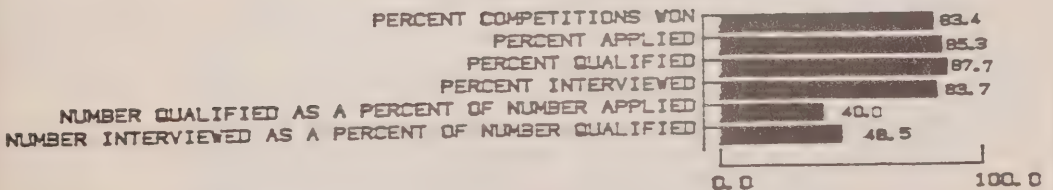
*RE: TABLE 8A

SOME COMPARISONS OF WOMEN'S AND MEN'S
EXPERIENCE IN COMPETITIONS IN UNDER-REPRESENTED
CLASSES DURING 1982/83*

FEMALE



MALE



*RE: TABLE 8B

TABLE 7A

ACCELERATED CAREER DEVELOPMENT (ACD) INITIATIVES

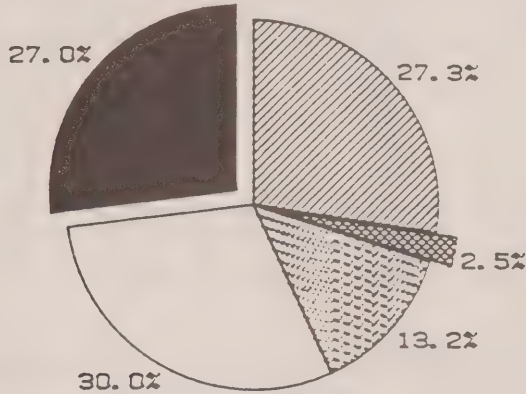
(Include: On-the-Job Training, Job Rotations, Secondments, Full-Time Sponsorship of Special Staff Development)

MINISTRY	1982/83				1981/82	
	# OF WOMEN IN MINISTRY ¹	TOTAL # OF INITIATIVES		WOMEN RECEIVING ACD AS A % OF MINISTRY WOMEN ¹	# OF ACDs MET (*)	% OF MINIST WOMEN
		PLANNED	MET (*)			
Agriculture & Food	520	22	44(4)	8.5	34(2)	6
Attorney General	2217	80	198(3)	8.9	144(7)	6
Citizenship & Culture ²	269	10	8(-)	3.0	-	
Civil Service Commission	109	8	10(-)	9.2	14(-)	13
Community & Social Services	6431	128	250(8)	3.9	179(7)	2
Consumer & Commercial Relations	1066	38	62(2)	5.8	64(2)	5
Correctional Services	1301	24	24(1)	1.8	44(1)	3
Culture & Recreation ²	-	-	-	-	27(-)	6
Education/Colleges & Universities	1144	39	104(3)	9.1	41(4)	3
Energy	83	7	8(-)	9.6	8(-)	11
Environment	451	12	26(2)	5.8	25(4)	5
Government Services	928	30	79(2)	8.5	59(3)	6
Health	7038	382	265(5)	3.8	325(6)	4
Industry & Tourism ³	441	17	12(-)	2.7	28(2)	10
Intergovernmental Affairs	38	2	7(-)	18.4	4(-)	12
Labour	665	18	42(1)	6.3	44(2)	6
Management Board Secretariat	23	9	16(1)	69.6	11(1)	45
Municipal Affairs & Housing	613	71	88(1)	14.4	100(3)	16
Natural Resources	961	20	48(-)	5.0	70(2)	7
Northern Affairs	76	5	6(1)	7.9	6(-)	8
Revenue	1569	30	51(2)	3.3	51(3)	3
Solicitor General	884	17	35(3)	4.0	18(3)	2
Transportation & Communications	1725	80	81(13)	4.7	67(6)	3
Treasury & Economics	189	10	10(-)	5.3	12(-)	6
TOTALS	28,741	1059	1474(52)	5.1	1375(58)	4

(*) Accelerated Career Development initiatives undertaken as a result of the Affirmative Action Incentive Fund program (and 1981/82 as indicated) are in brackets; this figure is included in the total number of initiatives.

1. Number and percentage of women is based on Table 1 information in this report and the 1981/82 report.
2. As a result of re-organization, the Ministry of Citizenship & Culture is a Ministry in 1982/83, and the Ministry of Culture & Recreation is no longer a valid Ministry after 1981/82.
3. Industry & Trade (and Tourism & Recreation) had not developed separate data bases when the MBR was developed; therefore, this report still reflects Industry & Tourism.

TABLE 7B: DISTRIBUTION OF ACCELERATED
CAREER DEVELOPMENT INITIATIVES MET BY TYPE








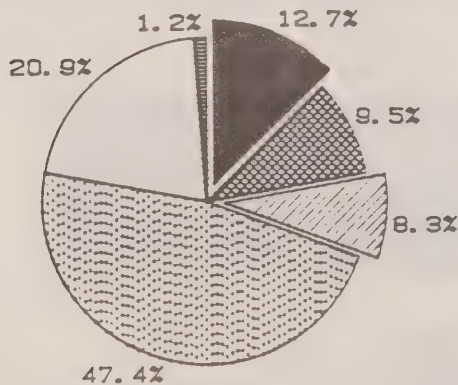
	SECONDMENTS
	FULL/PART-TIME SPONSORSHIP OF SPECIAL STAFF DEVELOPMENT
	JOB ROTATIONS
	ON-THE-JOB TRAINING
	PLACEMENT IN ACTING POSITIONS

TABLE 7C: DISTRIBUTION OF ACCELERATED
CAREER DEVELOPMENT INITIATIVES MET
BY PRIORITY AREA









	SKILLED AND SEMI-SKILLED TRADES/SERVICES
	TECHNICAL SPECIALIST
	PROFESSIONAL SPECIALTIES
	ENTRY-LEVEL MANAGEMENT
	MIDDLE MANAGEMENT
	EXECUTIVE POSITIONS

TABLE 8A: EXECUTIVE COMPENSATION PLAN BY LEVEL AND SEX
(Plus Deputy Ministers) March 31, 1983

LEVEL	MALE	FEMALE	WOMEN AS A % OF LEVEL OF ECP
ECP 5	57	2	3.4%
ECP 4	102	5	4.7%
ECP 3	187	17	8.3%
ECP 2	137	11	7.4%
ECP 1	78	16	17.0%
SCP 1	35	3	7.9%
DM	31	1	3.1%
TOTAL	627	55	8.1%

TABLE 8B: DISTRIBUTION OF EMPLOYEES IN EXECUTIVE COMPENSATION PLAN BY SEX
(Plus Deputy Ministers)

	TOTAL	MALE	FEMALE	
March 1977	745	716	29	3.9%
March 1978	709	680	29	4.1%
March 1979	696	666	30	4.3%
March 1980	655	618	37	5.6%
March 1981	649	608	41	6.3%
March 1982	642	598	44	6.9%
March 1983	682	627	55	8.1%

TABLE 8C: EXECUTIVE COMPENSATION PLAN COMPETITION SUMMARY

YEAR	VACANCIES FILLED BY COMPETITION:			# APPLIED			# INTERVIEWED		
	M	F	F%	M	F	F%	M	F	F%
1980/81	45	4	8.2	2348	186	7.3	374	28	7.0
AS A % OF # APPL.	1.9	2.2					15.9	15.1	
1981/82	23	8	25.8	1249	310	19.9	164	62	27.4
AS A % OF # APPL.	1.8	2.6					13.1	20.0	
1982/83	48	6	11.1	2663	283	9.6	451	37	7.6
AS A % OF # APPL.	1.8	2.1					16.9	13.1	

- Figures here were provided by the Office of Senior Appointments and Compensation of Civil Service Commission, and include Ministries, Agencies, Boards and Commissions.
- Figures indicate positions held, not vacancy complement.

DISTRIBUTION OF EMPLOYEES IN
EXECUTIVE COMPENSATION PLAN (PLUS DEPUTY MINISTERS) BY SEX*
COMPARISON OF 1977 TO 1983

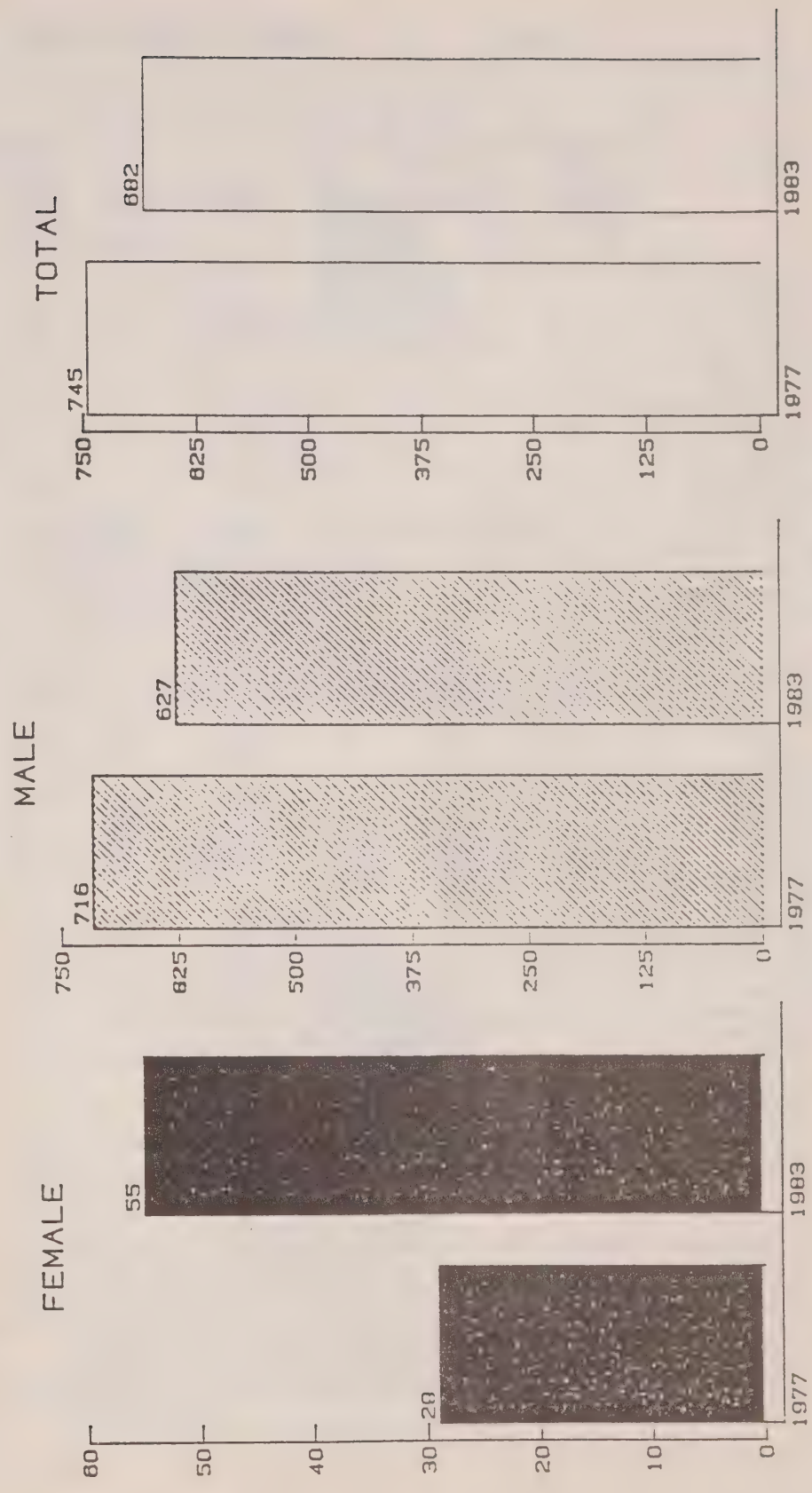


TABLE 9

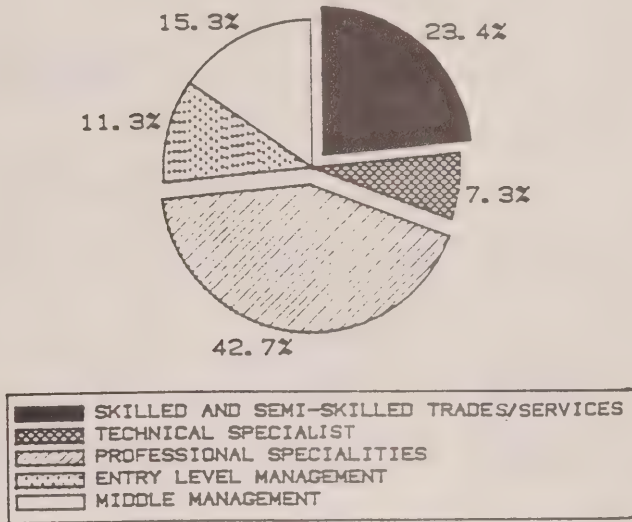
NUMERICAL PLANNING TARGETS

MINISTRY	1982/83					1981/82		
	PLANNED PRIORITY FORMULA TARGETS (*)	REVISED #: AS OF SEPT. 30, 1982 (*)	# OF PFTs MET BY MAR. 31, 1983 (*)	# MET AS PLANNED #	A % OF: REVISED # (IF DIFF.)	PLANNED PRIORITY FORMULA TARGETS (*)	REVISED #: AS OF SEPT. 30, 1981 (*)	# MET AS OF MAR. 31, 1982 (*)
Agriculture & Food	12	6	8	66.7	133.3	13	18	16
Att. General	7	7	15	214.3		12	12	16
Citizenship & Culture ¹	3	3	0	0.0		--	--	--
Civil Service Commission	(3)	(3)	(4)	--	--	0	0	0
Comm. & Social Services	9	9	16	177.8		11	11	3
Cons. & Comm. Relations	3	4	2	66.7	50.0	4	5	3
Corr. Services	72	47	54	75.0	114.9	89	63	68
Culture and Recreation ¹	--	--	--	--	--	5	4	2
Educ./Coll. & Universities	4	4	5	125.0		2	2	1
Energy	(3)	(2)	(6)	--	--	1	1	0
Environment	6	6	7	116.7		11	11	
Government Services	11	13	11	100.0	84.6	17	17	1
Health	13	11	12	92.3	109.1	8	7	1
Industry and Tourism ²	2	3	4	200.0	133.3	1	1	
Intergov. Aff.	(2)	(2)	(2)	--	--	2	0	
Labour	4	3	1	25.0	33.3	4	4	
Management Bd.	(1)	(1)	(1)	--	--	2	2	
Mun. Affairs & Housing	13	11	5	38.5	45.5	13	13	1
Nat. Resources	20	8	8	40.0	100.0	28	15	1
North. Affairs	1(+1)	1(+2)	(3)	0.0		2	0	(1)
Revenue	20	37	69	345.0	186.5	38	22	3
Sol. General	38	35	22	57.9	62.9	34	34	3
Transport. & Communic.	24	18	9	37.5	50.0	30	32	2
Treasury & Economics	1(+2)	(2)	(2)	0.0	--	0	0	(2)
TOTALS	263(+12)	226(+12)	248(+18)	94.3	109.7	327	274	264(+)

(*) Non-formula targets, which are reported separately in brackets, are shown only for ministries with no or only one formula target in 1982/83, or no formula target in 1981/82. Estimated low turnover and/or availabilities can preclude formula targets.

1. Ministry of Culture and Recreation no longer exists; through re-organization, Ministry of Citizenship and Culture was created.
2. Ministries of Industry & Trade and Tourism & Recreation did not have separate data at the start of the fiscal year; therefore, reporting is for the Ministry of Industry and Tourism (for 1982/83).

10A: PERCENTAGE DISTRIBUTION OF
NUMERICAL PLANNING TARGETS MET
BY CHOICE OF PRIORITIES (1) FOR 1982/83



(1) REFER TO 'MINISTRY IMPLEMENTATION REQUIREMENTS' OF THE AFFIRMATIVE ACTION PROGRAM DIRECTIVE ON PAGE 4-55-1 OF THE APPENDIX TO THIS REPORT

10B: NUMERICAL PLANNING TARGETS
FOR HIRES/PROMOTIONS FOR WOMEN:
REASONS THAT TOTAL NUMBER OF PRIORITY TARGETS WERE NOT MET

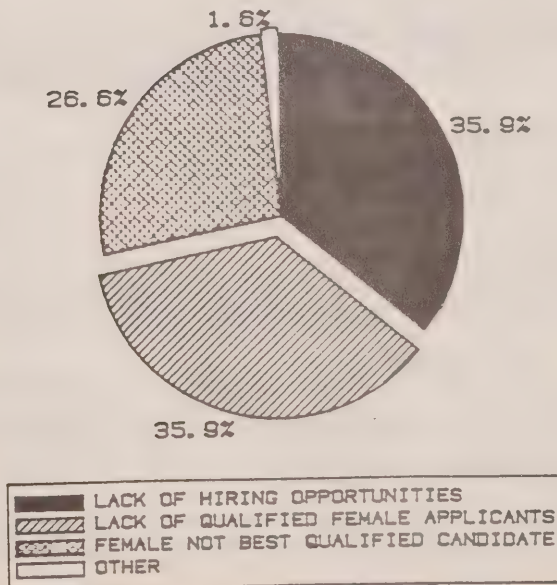


TABLE 11

STAFF TRAINING AND DEVELOPMENT
SERVICE-WIDE COMPARISONS¹

	1981/82			1982/83		
	MALE	FEMALE	F%	MALE	FEMALE	F%
Participants:	31,731	27,731	46.6%	36,659	33,184	47.
% Change:	8.9% dec.	0.7% inc.	2.5% inc.	15.5% inc	19.7% inc.	0.9% in
\$ Spent:	\$4,075,167	\$1,869,250	31.4%	\$3,745,956	\$2,296,395	38.
% Change:	10% inc.	20.7% inc.	1.9% inc.	8.1% dec	22.9% inc.	6.6% in
\$ Spent/Partic.:	\$128.43	\$67.41	--	\$102.18	\$69.20	--
% Change:	20.8% inc.	19.8% inc.	--	20.4% dec.	2.7% inc	--

- i. These details have been summarized from 22 ministries' Staff Development Reports (all ministries that provided a breakdown of participants and dollars by males and females). Those providing only a total (male plus female) for (one of) participants and/or dollars are not included.

TABLE 12

SERVICE-WIDE SUMMARY OF RESOURCES USED FOR AFFIRMATIVE ACTION
IN THE ONTARIO PUBLIC SERVICE IN 1982/83

<u>\$ RESOURCES:</u>	<u>DIRECT</u>	<u>INDIRECT</u>	<u>W.C.E.O.</u>
	\$1,841,310	\$65,522	\$275,400 + \$300,000 A.A.I.F. *

= Total of \$2,482,232; based on 28,895 women in the O.P.S., the ratio is approximately \$86. per woman

* For further detail see Table 7A description.

<u>STAFF RESOURCES:</u>	<u>Full Time</u>	<u>Part Time</u>
Program Managers:	16	7
Program Assistants:	20	6
Secretarial:	9	15
(W.C.E.O.:	7 full time staff)	

CHAPTER 5

INTRODUCTION TO THE MINISTRY AND CROWN AGENCY CHAPTERS

INTRODUCTION TO MINISTRY CHAPTERS

The format for the 1982/83 Annual Report reflects the information being collected and reported by the ministries as required by the latest Directive on the Affirmative Action Program for Women Crown Employees. In response to this directive, which took effect April 1, 1980, and continuing with the Government's management-by-results system, each Deputy Minister is required to submit specific year-end information to the Women Crown Employees Office.

The Women Crown Employees Office is grateful to those who have contributed to this report, and to those who have supported the Affirmative Action Program during the 1982/83 fiscal year.

Brief descriptions for the headings found in each Ministry chapter are listed below:

Total Number of Employees in the Ministry

This figure refers to the number of classified employees within the Ministry as of March 31, 1983, excluding vacancies.

Women's Share of Ministry Employment

These figures reflect the number of female classified staff in the Ministry (as of March 31, 1983) and the percentage of Ministry employees women represent.

Women's Share of Female OPS Employment

This percentage reflects the representation of the Ministry's female classified staff out of the total number of women in the Public Service (OPS).

Salary Distribution

This section examines the average salaries of women and men in the Ministry. Indicators are the percentage difference in average salaries and changes in the wage gap from 1981/82 to 1982/83.

In two ministries' chapters, the average salary indicator is slightly different from that listed in Chapter 4, Table 3: Average Salary by Ministry and Sex. These differences are the result of separate reporting from the two central organizations reporting to the Chairman of the Management Board of Cabinet.

Three ministries were newly formed during the 1982/83 fiscal year and therefore report on their average salaries for March 31, 1983 only.

Accelerated Career Development Initiatives

This section, following a similar format to that used in 1981/82, shows the number of initiatives undertaken by the Ministry for its women, indicating both those initiatives carried out under the Affirmative Action Incentive Fund program (whether or not the Ministry actually claimed against the AAIF at year end), and all other ACD initiatives. The percentage of Ministry women this represents is based on the total number of initiatives. In this year's report a line has been added to indicate any ACDs that the Ministry was able to provide for women from other ministries (these are counted with the "home" ministry of the participating women).

Accelerated Career Development Initiatives include on-the-job training, job rotations, secondments, "acting" placements and full sponsorship of special staff development. See also the Appendix to this report, Page 4-50-2 and-3.

Breakthroughs

A breakthrough has been defined as "a hire, transfer, promotion and/or reclassification which contributes toward improving the ministry's occupational status/distribution." As this could be interpreted to mean any hire/promotion in an under-represented class, the total number of breakthroughs for each ministry is equal to the number of women hired/promoted as recorded on that ministry's table. This total is broken down into two separate figures:

a) "First woman or one of very few women at a level or a particular position within a level" is a number based on the Ministry's submitted list of positions filled by women for the first time (classified positions only, and excluding contract staff and/or Executive Compensation Plan employees who would also not be included in the Ministry hire/promotion data).

b) "all other vacancies in under-represented classes filled by women" includes the number of women hired/promoted that were not listed in a), to produce a total equal to the total number of hires and/or promotions (including waivers).

See Descriptive Summaries on page 50.

Allocation of Resources

The allocation of Ministry funds to carry out the Affirmative Action Program is listed as two separate types: Direct Resources are those funds allocated directly to the A.A. Program; Indirect Resources refer to those sources of funding provided by other areas within the Ministry, e.g. Regional employees attending A.A. workshops or conferences where fees are paid by their managers staffing such as shared secretarial assistance where the salary costs come from the source branch's budget and summer student assistance where salary costs are not billed to the Ministry.

Staff Training and Development

This section follows a similar format to that used in 1981/82, when basic indicators were standardized. Statistics on participants have been taken from the Staff Development Report forms for 1982/83 as prepared by the ministries. Two percentage calculations are standardized for all Ministries as in the 1981/82 Status of Women Crown Employees Annual Report: comparison of female

participants to the total number of ministry participants and to the total female population of the ministry. Notes on any trends, changes or specific information relating to the Ministry's experience in staff development are then included in the Staff Training and Development Highlights, which follow the Ministry Table.

Occupational Distribution of Women in Ministry and Hire/Promotion Progress Report in Under-Represented Classes

This table was expanded in 1981/82 to display more information on women's occupational status, as well as specific competition data.

The table shows the numerical distribution of female staff and their percent representation in each module (management positions) or category (bargaining unit positions) as of March 31, 1983, and the corresponding percentage from March 31, 1982.

This table also documents women's experience in the selection process for filling vacancies in the Ministry during 1982/83. The vacancies reported here, by module and category, represent only under-represented classes (where women are less than 30% of the population) and include Waivers of Competition (for Management Modules) and surplus placements (for bargaining unit positions, as per Article 24 of the Collective Agreement). The number of vacancies filled in 1981/82 are also shown, by module and category.

For vacancies filled by competition, the table also shows, by sex, the number of applicants, those applicants considered qualified and those interviewed. The last three columns show the number of females hired, and the percentage this number is of the total hires in the module or category, plus the corresponding percentage in 1981/82.

Inventories

Any inventories reported by the Ministry's Affirmative Action Program are described here.

Summaries of the various types of inventories (as well as data base information and breakthroughs) provided by ministries are included on pages 50, 51 and 52 at the end of this chapter.

Regional Delivery

Ministries that have a regional delivery aspect to their Affirmative Action Program provide comments here about the types of activities undertaken for their women in regions outside the Metropolitan Toronto area.

Highlights of Ministry Affirmative Action Program

Ministries were asked to use this section to describe any elements of their Ministry Program they wished to highlight and that were significant to the Ministry's or corporate Affirmative Action Program goals. This section was also used to report any hires or promotions considered by the Ministry to be particularly significant, including details on the breakthroughs counted in the Breakthroughs section described earlier.

INTRODUCTION TO AGENCY CHAPTERS

The Agency chapters differ from Ministry chapters in format and content, since their reporting mechanism varies from that used by the Ministries. Agencies were asked to provide any information similar to what was being provided by ministries, if they were able to do so.

DESCRIPTIVE SUMMARIES

There is a wide variety of information reported by the ministries for any aspect of the Program because each Ministry created individualized initiatives to meet both the Ministry needs and the Program requirements. The following summaries are consolidations of the various descriptions for "data base," "inventories" and "breakthroughs" in the Ministry chapters.

I Data Base

A basic requirement of the Affirmative Action Program, a data base is a set of permanent information files available to satisfy the data processing and information needs of the organization. Dependant upon individual program requirements, data bases are established and maintained by each Ministry, with the ministry personnel offices collating any additional information shared with the Affirmative Action Program. Core information from the computerized Personnel/Payroll system, on items such as classifications by sex, salary distribution by sex, etc., is provided to the ministries by the Women Crown Employees Office.

The content of these data bases is not co-ordinated and the information retained is quite diversified, although there are similarities. Staffing movements and employee job status data are maintained in statistical reports from the personnel branches, while more detailed information on certain job categories of particular interest to a certain Ministry is compiled, such as data on women in the Tax Auditor and Property Assessment series and staffing changes/populations in the computer systems area. As well, at least one ministry maintains information files on enrollments/graduates from Resource Management courses in Ontario universities and community colleges.

This information is essential for program design, implementation and evaluation. It provides the background for analysis of the competition process, occupational distribution, course participation, classifications and participation rates for women, salary differentials and career development activities. In addition to assisting ministries in evaluating and selecting priority areas for the targetting component of the M.B.R., and developing Ministry Affirmative Action strategies and procedures, these data bases also provide the information required by the Women Crown Employees Office for the Annual Report on the Status of Women Crown Employees.

II Inventories

Inventories, lists of women designated by career-related information, are maintained by most ministry Affirmative Action Program offices. Reports suggest

a tendency to access the general Human Resources inventories maintained by the personnel branches. Although many of these lists are automatically maintained by the Ministry, participation remains mainly voluntary, thus participation depends upon the individual initiative of the female employee.

Depending on the individual Ministry program needs, a variety of information can be contained within these inventories. Many ministries maintain inventories containing data on female civil servants who: are working in under-represented classes or non-traditional positions (including Senior Women); possess either an interest in or potential for non-traditional positions; and/or have expressed an interest in on-the-job training opportunities or other Accelerated Career Development assignments, such as job rotations and secondments.

As yet, the most commonly maintained inventories are related to career development and Senior Women.

These lists, many of which are computerized, contain participant information such as classification levels (updated when applicable), educational/occupational backgrounds and career goals; additional detail often extends to analysis of necessary requirements to meet these ambitions. One ministry reported a cardex tracking system in operation to complement the system.

These inventories are utilized by the Affirmative Action Program Manager and Ministry management as an information source to identify potential candidates for courses, Accelerated Career Development initiatives, secondments, task forces, committees and selected competitions. Inventories are also listed for tracking female participants of past Accelerated Career Development situations and are valuable in succession planning as well as the preparation of Affirmative Action branch plans and activities.

III Breakthroughs

A "breakthrough" is defined as "a hire, transfer, promotion and/or reclassification which contributes toward improving the ministry's occupational status/distribution". The ministry chapters indicated the number of hires or promotions that the ministry identified as breakthroughs; ministry highlights in many instances have further detail about these.

This is the first year ministries have provided specific listings of breakthroughs. For the past three years, ministries had the option of mentioning breakthroughs as a "highlight". There were some difficulties in generally summarizing the positions and/or levels recorded by ministries, as often a job title was used rather than a classification level. Another difficulty occurred in comparing data to previous years.

The total for all ministries is 115, based on each ministry chapter indicating the number of breakthroughs under the heading "first woman, or one of very few women, at a level or a particular position within a level." There is no comparable data from previous years, as not all ministries provided information. Of the 115 breakthroughs in 1982/83, 84% could be assessed for location and/or classification:

- . 60% were in management modules, primarily Administrative and Professional Modules

- . of those in bargaining unit positions, 50% were in Administrative Services and Office Services Categories
- . the remainder (50%) of bargaining unit breakthroughs were divided among Maintenance Services, Scientific and Professional Services and Technical Services Categories

MINISTRY OF: AGRICULTURE AND FOOD

CHAPTER 6

Total Number of Employees in the Ministry:	1,468
Women's Share of Ministry Employment:	35.4% (520)
Women's Share of Female OPS Employment:	1.8%

Salary Distribution

Women's average salary	1981/82: \$17,980.
	1982/83: \$20,496.
	An increase of 14.0%.
Men's average salary	1981/82: \$25,702.
	1982/83: \$28,890.
	An increase of 12.4%.

Women's average salary was 70.9% of men's in 1982/83 (compared to 70.0% in 1981/82), for a decrease in the wage gap of 0.9%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	4 - -
Other ACDs:	40
Total number of initiatives undertaken by Ministry women:	44
% of Ministry women this represents:	8.5%
Additional ACDs provided for women from other Ministries:	2

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 12
b. All other vacancies in under-represented classes filled by women:	b. 3
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 15

Allocation of Resources: Direct: \$69,601. Indirect \$160.

Staff Training and Development

- Number of participants:	# of Men : 251
	# of Women : 148
- Females as a % of total participants:	37.1%
- Female participants as a % of Ministry females:	28.5%



Occupational Distribution of Women in Ministry and Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83		82/83		81/82		82/83		81/82		As a % of Vacancies Filled	
	No.	% of Total	% in 1981/82								Total No.	82/83 81/82
Module												
Administrative	19	35.2	24.1	8(3)	8(4)	52	27	24	15	21	11	4(3) 50.0 62.5
Clerical	10	90.9	77.9	--	1(1)	--	--	--	--	--	--	-- 0.0
Operational	0	0.0	0.0	--	--	--	--	--	--	--	--	-- --
Professional	8	3.4	5.3	27(7)	15(3)	381	90	89	15	86	15	5(3) 18.5 6.7
Technical	0	0.0	0.0	--	--	--	--	--	--	--	--	-- --
Category												
Administrative Services	18	32.7	33.3	9	5	399	122	43	24	43	23	2 22.2 20.0
Clerical Services	130	79.8	80.1	--	--	--	--	--	--	--	--	-- --
General Operational Services	16	15.5	15.2	--	4(2)	--	--	--	--	--	--	-- 0.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	-- --
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Maintenance Services	1	4.3	4.2	--	2	--	--	--	--	--	--	-- 0.0
Office Services	186	98.4	98.5	--	--	--	--	--	--	--	--	-- --
Scientific and Professional Services	64	23.6	24.4	11	22	175	34	31	8	30	7	3 27.3 40.9
Technical Services	68	19.9	19.6	16	14	239	69	104	5	102	5	1 6.3 14.3
Totals	520	35.4	35.7	71(18)	71(10)	1246	342	291	67	282	61	15(6) 21.1 25.4

AGRICULTURE AND FOOD

Staff Training and Development Highlights

Staff training and development was encouraged both internally and externally. External job training included educational institutions such as universities and colleges, internal job training involved career enrichment conferences and affirmative action seminars. In addition to the data presented one woman spent 60 days of leave with pay to work on research for her PhD thesis.

Overall participation in staff development decreased due to general constraints, however, the proportion of women's involvement in staff training and development has increased from 20.5% in 1975/76 to 37.1% in 1982/83. Compared to 1981/82, the percentage of women involved in staff training and development courses of all types decreased by 2.5%. Fiscal constraints resulted in women being reduced to using 29.3% of the staff training dollar compared to 40% last year. This is 6% less than the percentage women represent in the Ministry. An average of \$184.47 was spent for each female participant in staff training and development. This figure represents 70.4% of the \$262.01 spent for each male course participant during 1982/83. This is due to the fact that fee support for courses taken by men (who were higher in the ministry organization) were more expensive than those that were taken by women (who were usually at a lower level in terms of skill and the organization).

Statistics analysed do not include staff development for regional meetings or branch conferences. In several branches all staff attend such conferences. Including the participation of women in Affirmative Action Seminars, Courses and Workshops, there were 229 women participants. Women then represent 47.8% of the total participants in all types of courses etc.; 44% of the Ministry women participated in staff training and development of some type.

Over 100 women registered for regional and head office workshops presented by both the Affirmative Action Council and the Affirmative Action Program Co-ordinator. Ministry programs focused on career development through sessions on accounting careers and careers for secretaries. Seminars focused on interview skills, assertiveness training, human rights and changing technology in the workplace.

Inventories

The Ministry maintains three types of inventories:

1. Women with Potential for Non-Traditional Positions

This inventory lists all women in the Ministry who have demonstrated both the interest and ability to move into careers in administration, managerial, professional, technical or operational positions where women represent less than 30% of the occupational class. Nominations came from branch directors.

2. Women in Non-Traditional Jobs

Included in this inventory are all women employed in non-traditional jobs whether in the technical, professional or managerial fields. Career development forms provide a basis for the new inventories for both developmental assignments desired by Ministry women and for the occupational levels of women interested in career development.

3. Senior Women in OMAF

An inventory listing of all women above AM 17 level, and those in management position in the Ministry. Periodically, these women meet to discuss relevant issues; they also attended three seminars for women in Resources Development Ministries. (The Program Co-ordinator organized the first one of these.)

Regional Delivery

Women in County Offices, Regional Labs and Agricultural Colleges attended Regional workshops administered by the Regional Delivery Task Force. The Ministry's Affirmative Action Program Co-ordinator has also conducted a number of skill and career advancement seminars, on topics such as assertiveness training, resume writing and interviewing. There were also follow-up conferences for women in non-traditional careers. In a further attempt to aid women within the Ministry to progress in respect of their career goals, other courses included "Career Planning Strategies and Networking", "Strategies for Career Advancement" and "Women in the Changing Workplace", to promote awareness about the Affirmative Action Program and about women in the future workforce.

Highlights

The Ministry set 13 hire/promotion targets. Due to a Ministry freeze on hiring, targets were revised to 9 at mid-year. Ten targets were achieved, one target which had been revised downward was met later.

An analysis of hire/promotion data reveals that overall, there was a positive impact on women in the eligibility and the interview stages of recruitment. Men and women were qualified, interviewed and hired in the same proportion. Women were hired at only 1% below the percentage of applications. Hiring initiatives undertaken to increase the proportion of women within non-traditional areas, included experience '83 Program Managers hiring women students in 47% of the 500 non-traditional agricultural positions.

In the past two years, the distribution of women in the Administrative Module increased from 15.2% to 35.2%, so that women are no longer under-represented in the module.

Breakthroughs included six women moving into the under-represented classes; eleven firsts at a particular position within a level and one woman the first ever hired at a certain level. Women now hold positions such as Director of

Farm Assistance Programs, Co-ordinator of Special Services, District Manager of Foodland Preservation, Exec. Assistant to the Deputy, Senior Policy Analyst, and Policy Co-ordinator. Three senior secretaries were promoted to entry level management positions.

The Program Co-ordinator facilitated various developmental assignments, including four assignments using the Affirmative Action Incentive Fund. She has assisted managers and counselled women in planning career development, job enrichment, secondments and job rotations. The Ministry supported developmental assignments by enabling 44 women to undertake career developments. Career development for women was also provided on a part-time basis; this included a personnel clerk who was assigned to accounting while studying registered accountancy.

To facilitate the results of the Affirmative Action Program, the Program Co-ordinator met with the Deputy and Senior Management as often as required. Senior Management continued to support the Affirmative Action Program. The Deputy circulated a Ministry Policy to all employees on Sexual Harassment. The Head Office's Information Committee and the Affirmative Action Advisory Council met quarterly to provide input to the Affirmative Action Program. The "Affirmative News" newsletter highlighted career development. Noon hour sessions focused on relevant career issues.

The Program Co-ordinator served on the Executive of the Affirmative Action Council, the Public Relations Task Force and chaired the Ad Hoc Committee on Outreach and assisted the Regional Delivery Task Force.

MINISTRY OF: THE ATTORNEY GENERAL

CHAPTER 7

Total Number of Employees in the Ministry:	3,215
Women's Share of Ministry Employment:	69.0% (2,217)
Women's Share of Female OPS Employment:	7.7%

Salary Distribution

Women's average salary	1981/82: \$18,094.
	1982/83: \$20,497.
	An increase of 13.3%.
Men's average salary	1981/82: \$29,142.
	1982/83: \$32,192.
	An increase of 10.5%.

Women's average salary was 63.7% of men's in 1982/83 (compared to 62.1% in 1981/82), for a decrease in the wage gap of 1.6%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	3 1
Other ACDs:	194
Total number of initiatives undertaken by Ministry women:	198
% of Ministry women this represents:	8.9%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 6
b. All other vacancies in under-represented classes filled by women:	b. 11
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 17

Allocation of Resources: Direct: \$128,300. Indirect \$3,900.

Staff Training and Development

- Number of participants:	# of Men :	712
	# of Women :	820
- Females as a % of total participants:		53.5%
- Female participants as a % of Ministry females:		37.0%



Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)		
	As of 31/03/83		% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82	
	No.	% of Total												
Module														
Administrative	144	39.6	39.3	12(3)	8(1)	174	46	63	23	56	18	2(0)	16.7	0.0
Clerical	45	75.0	72.4	--	1(1)	--	--	--	--	--	--	--	--	0.0
Operational	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--	--
Professional	92	19.3	17.3	55(49)	60(20)	65	7	41	6	31	6	13(11)	23.6	33.3
Technical	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Category														
Administrative Services	53	38.1	37.8	8	5	31	6	13	2	13	2	2	25.0	20.0
Clerical Services	1033	83.4	82.3	1	3(1)	3	3	1	0	3	2	0	0.0	33.3
General Operational Services	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--	--
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	0.0	--	4	--	--	--	--	--	--	--	--	0.0
Office Services	832	92.8	92.2	--	--	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	18	75.0	70.8	--	--	--	--	--	--	--	--	--	--	--
Technical Services	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--	--
Totals	2217	69.0	68.4	76(52)	81(23)	273	62	118	31	103	28	17(11)	22.4	27.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

(1) - Includes Promotions of 45 lawyers (10 females) "by committee". These are not waivers, but have been treated in similar fashion.

THE ATTORNEY GENERAL

Staff Training and Development Highlights

Women comprised 53.5% of participants in staff training and development courses. This was an increase of 2.2% over 1981/82, when women formed 51.3% of total participants. 50.6% of the training dollar was expended on female employees, an increase of 4.2% over 1981/82.

An increasing number of women participated in managerial/supervisory training: 280 women, which was an increase of 70 women over 1981/82, developed knowledge and skills in this area.

In conjunction with the Human Resources Branch, the Affirmative Action Program sponsored 11 women and 9 men to attend the interviewing skills course for managers. The AAP sponsored 20 women to attend the Ministry's Management Development Program.

From August 1981 to March 1982, the AAP sponsored 68 women to attend regional delivery workshops conducted by the Affirmative Action Council.

Inventories

Inventories/Analyses are maintained in the following areas:

- a. Occupational Groups: Male and female representation as crown attorneys and assistant crown attorneys, registrars, sheriffs, administrators and assistant administrators of the provincial court (criminal and family division);
- b. Executive Positions: Men and women who occupy positions listed on the Executive Position Control Schedule (e.g. executive category and legal directors);
- c. Female Lawyers within various branches of the Ministry;
- d. On-Job Training: Men and women who are involved in acting appointments, secondments, rotations, etc.;
- e. Career Counselling. Women who have requested career counselling; these women are notified of vacancies or upcoming training opportunities.

Regional Delivery

The Affirmative Action Program produces a monthly newsletter which is sent to managers and Affirmative Action representatives. On the job training and microtechnology sessions were held for Affirmative Action representatives, and skill development workshops were held for 117 Ministry women across the province.

The Affirmative Action Program also sponsored 68 participants in the regions for the Regional Delivery Workshops put on by the Affirmative Action Council.

Highlights

The hiring/promotion of 7 women to the level of Legal PM 19-20, and 6 women to the level of Legal PM 21-24, resulted in the respective gains in the representation of women of 1.2% and 3.5% at these levels (over June 1981 figures utilized in 1981/82 MBR). These contributed to a 2% increase in the Professional Module, with a year-end female representation of 19.3%.

The representation of women in the Administrative Module increased 0.3% to 39.6%. In the Administrative Services Category, a 0.3% increase resulted in women's representation reaching 38.1%. Although this category and module remain under-represented service-wide, the Ministry representation of women in these areas has for some years exceeded the minimum level of 30% as identified by the Affirmative Action Program.

A meeting of women in middle and senior management, and a meeting of female lawyers, were held to enable these groups to have input into the planning of the Affirmative Action Program. One result was the subsequent Affirmative Action review of the merit increase and promotion process as conducted by the Lawyers Salary Committee.

The Affirmative Action Program sponsored 20 women to attend the Ministry's Management Development Program, and 11 female and 9 male managers to attend the Ministry's Interview Skills training program.

Affirmative Action policy and procedures for formulating Affirmative Action Plans at the branch level were developed for implementation in 1983/84. These are to be included in the Ministry's administrative manual. Directors were provided with an occupational analysis of their employees and a staff training and development report to assist them in planning.

The Affirmative Action Program Manager served as Vice-President of the Affirmative Action Council, and participated in the Impact of New Technology Task Force, the Ad Hoc Committee on the Administrative Support Group Classification Standards Review, and the WCEO Committee on the Affirmative Action Incentive Fund. The Program Assistant participated in the Regional Delivery Task Force.

MINISTRY OF: CITIZENSHIP AND CULTURE

CHAPTER 8

NOTE: This Ministry is one of three "new" ministries constructed from the re-alignment of the Ministry of Industry and Tourism and the Ministry of Culture and Recreation. The data accumulated during this year of transition, has no previous years' information for use as comparisons, although some comparisons have been made, where the Program Manager felt it was appropriate.

Total Number of Employees in the Ministry:	555
Women's Share of Ministry Employment:	48.5% (269)
Women's Share of Female OPS Employment:	0.9%

Salary Distribution

Women's average salary	1982/83: \$23,014.
Men's average salary	1982/83: \$28,575.
Women's average salary was	80.5% of men's in 1982/83.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	- - - -
Other ACDs:	8
Total number of initiatives undertaken by Ministry women:	8
% of Ministry women this represents:	3.0%
Additional ACDs provided for women from other Ministries:	1

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 2
b. All other vacancies in under-represented classes filled by women:	b. 0
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 2

Allocation of Resources: Direct: \$33,526. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	67
	# of Women :	128
- Females as a % of total participants:		65.6%
- Female participants as a % of Ministry females:		47.6%

1091

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83		81/82		M		M		M		82/83	
	No.	% of Total	% in 1981/82	82/83		F		F		F	Total No.	As a % of Va- cancies Filled 82/83 81/82
Module												
Administrative	38	45.8	N/A	3(1)	92	14	14	6	15	2	1(1)	33.3 N/A
Clerical	9	81.8	N/A	--	--	--	--	--	--	--	--	N/A
Operational	0	0.0	N/A	--	--	--	--	--	--	--	--	N/A
Professional	3	14.3	N/A	1	27	18	4	4	4	4	1	100.0 N/A
Technical	0	0.0	N/A	--	--	--	--	--	--	--	--	N/A
Category												
Administrative Services	31	38.3	N/A	--	--	--	--	--	--	--	--	N/A
Clerical Services	67	85.9	N/A	--	--	--	--	--	--	--	--	N/A
General Operational Services	5	18.5	N/A	--	--	--	--	--	--	--	--	N/A
Institutional Care	3	100.0	N/A	--	--	--	--	--	--	--	--	N/A
Correctional Services	--	--	N/A	--	--	--	--	--	--	--	--	N/A
Law Enforcement Services	--	--	N/A	--	--	--	--	--	--	--	--	N/A
Maintenance Services	0	0.0	N/A	1	4	0	4	0	4	0	0	0.0 N/A
Office Services	72	97.3	N/A	--	--	--	--	--	--	--	--	N/A
Scientific and Professional Services	20	47.6	N/A	1	111	78	10	10	10	10	0	0.0 N/A
Technical Services	21	39.6	N/A	--	--	--	--	--	--	--	--	N/A
Totals	269	48.5	N/A	6(1)	234	110	32	20	33	16	2(1)	33.3 N/A

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

1091 WP1 (6/83)

Staff Training and Development Highlights

The participation rate of Ministry women employees in Staff Training and Development was 47.6% in 1982/83. (Compared to 42.9% for the Ministry of Culture and Recreation in 1981/82, this would be an increase of 4.7%.) Of the female participants, 28.9% belonged to the Office Services Category in 1982/83; compared to M.C.R. in 1981/82, this would represent an increase of 1.4% (from 27.5%). In 1982/83, 65.5% of total S.T. & D. expenditures were allocated to women employees which would represent a 1.5% increase over M.C.R. expenditures in 1981/82 (from 64.0%).

Inventories

The Ministry maintains several inventories: The Inventory of Senior Women identifies all women in Executive and Management Compensation Plans, by class levels. Another inventory lists women in feeder groups to management and executive compensation plans from level 15 and above, for contact when positions at the senior levels are advertised.

There is one inventory used to track women who have undergone accelerated career development initiatives, plus two skeleton inventories which list Ministry women in non-traditional jobs and under-represented classifications, and Ministry women who have expressed interest in ad initiatives through the Ministry's Work Planning and Performance Review Process.

Regional Delivery

Women in the regions are sponsored to attend AAC workshops and other events. Affirmative Action material and publicity for events/courses of interest are sent to the regions when appropriate. Counselling is available to regional women by telephone and mail.

Highlights

Senior management demonstrated their commitment to the Affirmative Action Program by taking it into consideration when planning executive and senior staff moves, including women in executive rotations and appointments. This resulted in four Ministry breakthroughs for 1982/83.

As of March 1983, women held 29.2% of Ministry executive positions.

An Affirmative Action Program Guidebook was designed for distribution to all Branches and Regional offices of the Ministry during the information sessions planned to take place in the next fiscal year.

The Ministry reclassified one woman into an under-represented classification in the Information series (at AM-19), thereby raising women's representation above 30 percent in that group.

The highlights among the developmental assignments reported include one woman acting at the ECP 3 level, and another acting as an Exhibit Designer 2. No Ministry women are classified at the ECP 3 level, and corporately there are none classified at the Exhibit Designer 2 level.

MBR commitments for 1982/83 were based on a female population of 424 for the Ministry of Culture and Recreation. However, the Ministry of Citizenship and Culture was created through a reorganization before the MBR came into effect and as of March 1983, its female population was 269. Therefore, although the targetted accelerated career development initiatives and hire/promotion targets were not met, the Ministry actually performed well in these areas. Most notably, eight out of ten planned ACD initiatives were carried out, exceeding the minimum requirements.

MINISTRY: CIVIL SERVICE COMMISSION

CHAPTER 9

Total Number of Employees in the Ministry:	179
Women's Share of Ministry Employment:	60.9% (109)
Women's Share of Female OPS Employment:	0.4%

Salary Distribution

Women's average salary	1981/82: \$24,554. 1982/83: \$26,561. An increase of 8.2%.
Men's average salary	1981/82: \$36,744. 1982/83: \$38,971. An increase of 6.1%.

Women's average salary was 68.2% of men's in 1982/83 (compared to 66.8% in 1981/82), for a decrease in the wage gap of 1.4%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	- - - -
Other ACDs:	10
Total number of initiatives undertaken by Ministry women:	10
% of Ministry women this represents:	9.2%
Additional ACDs provided for women from other Ministries:	4

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. - -
b. All other vacancies in under-represented classes filled by women:	b. 1
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 1

Allocation of Resources: Direct: \$12,892. Indirect \$17,460.

Staff Training and Development

- Number of participants:	# of Men : 57 # of Women : 105
- Females as a % of total participants:	64.8%
- Female participants as a % of Ministry females:	96.3%



and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in Total	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	40	41.7	42.2	--	1	--	--	--	--	--	--	--	0.0
Clerical	8	88.9	87.5	--	--	--	--	--	--	--	--	--	--
Operational	--	--	--	--	--	--	--	--	--	--	--	--	--
Professional	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--	--	--
Category													
Administrative Services	6	54.5	55.6	1	--	25	53	4	15	2	8	1	100.
Clerical Services	25	89.3	96.3	--	--	--	--	--	--	--	--	--	--
General Operational Services	--	--	0.0	--	--	--	--	--	--	--	--	--	--
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	--	--	0.0	--	--	--	--	--	--	--	--	--	--
Office Services	30	100.0	100.0	--	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	--	--	100.0	--	--	--	--	--	--	--	--	--	--
Technical Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Totals	109	60.9	61.4	1	1	25	53	4	15	2	8	1	100. 0.0

WP 1 (8/83)

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

CIVIL SERVICE COMMISSION

Staff Training and Development Highlights

During 1982/83, C.S.C. women attended 9 Managerial/Supervisory courses, 53 Professional/Technical Courses, 38 Interpersonal/Personal courses, and 5 Secretarial/Clerical courses. The resulting participation rate for women was

- 64.8% of courses attended by C.S.C. staff
- 59.0% of person-days committed to staff development
- 55.9% of all managerial and professional courses attended by C.S.C. staff
- 49.1% of training dollars spent on courses and seminars

There continued to be an emphasis on personnel training for C.S.C. women coupled with an increasing emphasis on computer training.

Inventories

A Career Summary Inventory is maintained for all Civil Service Commission (C.S.C.) employees. The inventory, which outlines the educational and occupational background of each C.S.C. employee, is used to assist management in making decisions about career development assignments.

Highlights

The Civil Service Commission's Affirmative Action Program continues to place high priority on providing opportunities for women to move into senior officer level and executive level positions within the Commission. Encouraging women to move into these positions is achieved through promoting developmental opportunities for women both within the Commission and to line ministries.

It is significant to note that women's average salary in 1982/83 increased 68.2% of men's average salary from 66.8% in 1981/82, resulting in a wage gap decrease of 1.4%. This decrease reflects the high number of women hired in 1981/82 progressing through the salary range for their class in 1982/83.

In 1982/83, women were able to increase their representation in the Executive Module from 8% to 17% and maintain their level of representation in the Administrative Module at 42%. Within the Personnel Administration group which is the Commission's main occupational group, women are not under-represented at any level.

Women were successful in 70% (33/47) of the competitions held in 1982/83, 10% above their representation in the Ministry. At the officer level, women were successful in 61% (19/31) of the competitions. At the senior officer level (AM-18 and above), women were successful in 55% of the competitions. Women won both of the developmental secondment competitions.

The Commission had no formula hire/promotion targets in under-represented classes in 1982/83. (It must be noted that it is difficult to set targets in these areas because they have small populations and low turnover.) Three new

formula targets were established for important feeder classes to executive positions. These targets were met and, in fact, exceeded by one.

The Commission exceeded its targets (by two) for providing women with accelerated career development assignments: five women in Office Services/Clerical Services received assignments (four targetted) and five women in Personnel and General Administration received assignments (four targetted). In addition, the Commission provided four women from other ministries with developmental secondment opportunities during 1982/83.

The Affirmative Action Program Manager was the Chair of the Affirmative Action Council's Small Ministries Task Force which organized a Career Planning Workshop for support staff and 3 noon-hour seminars for senior women.

MINISTRY OF: COMMUNITY AND SOCIAL SERVICES

CHAPTER 10

Total Number of Employees in the Ministry:	10,409
Women's Share of Ministry Employment:	61.8% (6,431)
Women's Share of Female OPS Employment:	22.3%

Salary Distribution

Women's average salary	1981/82: \$18,196.
	1982/83: \$20,598.
	An increase of 13.2%
Men's average salary	1981/82: \$21,431.
	1982/83: \$23,876.
	An increase of 11.4%

Women's average salary was 86.3% of men's in 1982/83 (compared to 84.9% in 1981/82), for a decrease in the wage gap of 1.4%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	8 13
Other ACDs:	229
Total number of initiatives undertaken by Ministry women.	250
% of Ministry women this represents:	3.9%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 2
b. All other vacancies in under-represented classes filled by women:	b. 28
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 30

Allocation of Resources: Direct: \$157,000. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	6,215
	# of Women :	11,778
- Females as a % of total participants:		65.5%
- Female participants as a % of Ministry females:		183.1%



and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in 1981/82	82/83		81/82		M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83
	No.	% of Total											
Module													
Administrative	310	37.9	34.6	26(7)	38(2)	280	108	96	43	56	38	12(2)	46.2
Clerical	49	83.1	83.1	--	--	--	--	--	--	--	--	--	--
Operational	217	37.4	35.1	18	9	145	44	78	31	77	31	9	50.0
Professional	149	50.0	48.8	4	5(1)	4	4	3	4	3	4	2	50.0
Technical	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--
Category													
Administrative Services	576	61.7	60.3	14	6	439	103	49	20	53	17	3	21.4
Clerical Services	640	83.0	81.6	4	--	59	44	15	12	11	14	2	50.0
General Operational Services	619	50.4	50.4	8	15	44	35	20	11	17	11	2	25.0
Institutional Care	2574	70.9	71.0	--	--	--	--	--	--	--	--	--	--
Correctional Services	111	34.5	37.8	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	5	1.3	1.3	13	18	202	1	106	1	89	1	0	0.0
Office Services	622	98.3	98.5	--	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	511	74.7	74.5	--	--	--	--	--	--	--	--	--	--
Technical Services	48	72.7	74.6	--	2	--	--	--	--	--	--	--	0.0
Totals	6431	61.8	61.3	92(7)	93(3)	1173	339	367	122	306	116	30(2)	32.6
													29.0

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

COMMUNITY AND SOCIAL SERVICE

Staff Training and Development Highlights

Of the female participants, 4.4% were registered in managerial/supervisory courses, 83.5% in technical/professional courses, 10.2% in interpersonal/personal courses, and 1.9% in secretarial/clerical courses. Of the money spent on training in 1982/83, 60.6% was spent on women.

There was an overall increase of 48.9% in the total number of participants in Staff Training and Development from 1981/82: the number of male participants increased by 46.6%, while the number of female participants increased by 50.1%.

Inventories

A senior women's inventory (for women in pay grades 18 and above) was established in December, 1979. Information is kept on the employee's name, position, education, experience, career aspirations, strengths and weaknesses. An assessment is also provided by each individual's manager regarding the employee's career potential and developmental needs. The inventory may be accessed by management to staff task forces, committees, temporary assignments and selected competitions. (This inventory is being reviewed in light of the fact that a Ministry manpower planning process and inventory is now being developed.)

Regional Delivery

Responsibility for program delivery in the regions rests with local management, with continual support from the Affirmative Action office in providing advice, presenting workshops, counselling employees and co-ordinating local initiatives. A Regional Advisory Committee also exists to ensure adequate liaison between regional management and the Affirmative Action office.

Highlights

During the early part of the year, emphasis was placed on increasing awareness of the Program and in clarifying the mandate and role of the Affirmative Action office. An audio-visual presentation which was developed in 1981/82 was shown across the Province and 23 career planning workshops were presented by the Affirmative Action Officers to Ministry employees, with individual follow-up counselling sessions.

Increased emphasis was placed during the year on the impact of microtechnology and a workshop to familiarize employees with this issue was developed and will be presented in 1983/84.

MINISTRY OF: CONSUMER AND COMMERCIAL RELATIONS

CHAPTER 11

Total Number of Employees in the Ministry:	1,708
Women's Share of Ministry Employment:	62.4% (1,066)
Women's Share of Female OPS Employment:	3.7%

Salary Distribution

Women's average salary	1981/82: \$16,708.
	1982/83: \$18,931.
	An increase of 13.3%.
Men's average salary	1981/82: \$25,195.
	1982/83: \$28,081.
	An increase of 11.5%.
Women's average salary was 67.4% of men's in 1982/83 (compared to 66.3% in 1981/82), for a decrease in the wage gap of 1.1%.	

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	2 1
Other ACDs:	59
Total number of initiatives undertaken by Ministry women:	62
% of Ministry women this represents:	5.8%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 8
b. All other vacancies in under-represented classes filled by women:	b. 8
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 16

Allocation of Resources: Direct: \$94,988. Indirect \$10,020.

Staff Training and Development

- Number of participants:	# of Men : 263
	# of Women : 495
- Females as a % of total participants:	65.3%
- Female participants as a % of Ministry females:	46.4%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	76	37.1	39.3	12(3)	13(3)	227	48	31	14	31	13	5(2)	41.7 38.5
Clerical	31	88.6	88.9	1	--	18	45	1	5	2	7	1	100.0 --
Operational	0	0.0	0.0	1	--	15	0	5	0	5	0	0	0.0 --
Professional	5	14.7	15.4	2	2	38	0	13	0	6	0	0	0.0 50.0
Technical	0	0.0	0.0	--	--	--	--	--	--	--	--	--	-- --
Category													
Administrative Services	27	20.8	19.4	19	15	641	158	83	27	83	23	5	26.3 40.0
Clerical Services	692	78.2	79.0	3(1)	3	5	10	1	5	1	5	2(0)	66.7 33.3
General Operational Services	0	0.0	0.0	1	1	15	0	4	0	4	0	0	0.0 0.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Maintenance Services	0	0.0	1.2	7	1(1)	49	0	31	0	31	0	0	0.0 0.0
Office Services	231	93.1	92.2	2	--	1	5	1	5	1	5	2	100.0 --
Scientific and Professional Services	2	16.7	7.7	1	--	16	52	1	2	1	2	1	100.0 --
Technical Services	2	4.7	4.7	1	1	49	2	9	0	9	0	0	0.0 100.0
Totals	1066	62.4	62.8	50(4)	36(4)	1074	320	180	58	174	55	16(2)	32.0 38.9

CONSUMER AND COMMERCIAL RELATIONS

Staff Training and Development Highlights

The 1982/83 Staff Development report indicated several significant increases in female course participation as compared to the 81/82 figures.

There was a 24.1% (96) increase in the total number of female participants. Female participation in Technical/Professional courses increased by 12.2% (17). There was an increase of 21.3% (20) in the Tuition Assistance provided to females and 74% of all Tuition Assistance went to female participants.

There was an increase of 25% (1) in the number of females from the Office Services Category who participated in the Managerial/Supervisory courses.

Inventories

The Affirmative Action Career Inventory contains data on interested female employees with a salary level of at least Pay Grade 14/Clerk 7 General and is accessed to identify qualified female candidates for developmental and promotional opportunities. The data consists of career information forms completed by those women interested in Accelerated Career Development, corresponding supervisors' assessments and formal training plans designed expressly for any of the interested women recommended for accelerated career development. Alternate documents, signed by presently disinterested women and their supervisors, also form an integral part of the inventory. A cardex tracking system, which follows the activities of those women in the inventory, complements the other documents. The career information is filed by work units, totalling thirteen; the tracking system is filed by career goals, totalling twenty-four. Updating as to eligibility for inclusion in the inventory occurs quarterly.

Regional Delivery

An Affirmative Action Regional Representatives' Conference was held for 68 regional representatives from Property Rights and Business Practices Divisions. The one-and-a-half day conference provided the women with an update on Affirmative Action, as well as information on a number of areas in which the women had indicated an interest. Eighteen women attended workshops sponsored by the Regional Delivery Task Force. The Manager of the Affirmative Action Program reports regularly to regional Executive Meetings of Real Property Registration Branch, Property Rights Division.

Ten Land Registry offices were visited in order to provide counselling. Bi-monthly information kits were distributed to the regional offices and a section of the Affirmative Action Newsletter was devoted to regional information.

Highlights

An employee information pamphlet on the Affirmative Action Program was designed and developed.

The Ministry continued its training program to better qualify women in the Systems field. Three women received training as Systems Analysts.

MCCR was represented on three of the five Ontario Government Affirmative Action Council Task Forces. The Manager, Affirmative Action Program participated in the Small Ministries Task Force and the Outreach Recruitment Task Force. The Affirmative Action Officer chaired the Impact of New Technology Task Force.

In addition to the data reported regarding competitions in under-represented classes in the Ministry, there were several significant competitions/hirings in classes that are also part of the Ministry, although not "classified Civil Servants". Three women were successful candidates in competitions for Land Registrars in much higher ratio than their rate of application. Three women have been added to the Ministry's Senior Executive Category, one through competition, the others by appointment. The positions held are: Deputy Registrar General (the incumbent is the first woman in Ontario to hold this particular position), Superintendent of Pensions (the incumbent is the first woman in North America to hold this particular position and the first woman ever at her level) and Executive Director, Support Services (the incumbent is the first woman to hold this particular position and the first woman ever at her level). There were two female judges appointed to Sudbury Downs Race Track, a "first" in North America.

There were two further achievements of interest. These were: Policy Coordinator, Business Practices Division (the incumbent is the first woman to hold this particular position) and Senior Examiner, Financial Disclosure, Ontario Securities Commission (the incumbent is the first woman to hold this particular position).

MINISTRY OF: CORRECTIONAL SERVICES

CHAPTER 12

Total Number of Employees in the Ministry:	4,926
Women's Share of Ministry Employment:	26.4% (1,301)
Women's Share of Female OPS Employment:	4.5%

Salary Distribution

Women's average salary	1981/82: \$19,092.
	1982/83: \$21,795.
	An increase of 14.2%.
Men's average salary	1981/82: \$22,094.
	1982/83: \$25,094.
	An increase of 13.6%.

Women's average salary was 86.9% of men's in 1982/83 (compared to 86.4% in 1981/82), for a decrease in the wage gap of 0.5%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	1 - -
Other ACDs:	23
Total number of initiatives undertaken by Ministry women:	<hr/> 24
% of Ministry women this represents:	1.8%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 4
b. All other vacancies in under-represented classes filled by women:	b. <hr/> 64
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 68

Allocation of Resources: Direct: \$86,340. Indirect \$9,000.

Staff Training and Development

- Number of participants:	# of Men :	5,870
	# of Women :	1,842
- Females as a % of total participants:		23.9%
- Female participants as a % of Ministry females:		141.6%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83		81/82		82/83		81/82		82/83		81/82	
	No.	% of Total	% in 1981/82								Total No.	As a % of Vacancies Filled
Module												
Administrative	55	17.2	16.3	10(8)	137	13	80	7	67	7	10(8)	41.7
Clerical	8	80.0	81.8	--	--	--	--	--	--	--	--	--
Operational	17	4.0	3.7	19(2)	171	13	133	9	128	9	4(0)	15.4
Professional	26	44.8	38.9	1	63	29	3	9	2	8	1	100.0
Technical	--	--	--	--	--	--	--	--	--	--	--	--
Category												
Administrative Services	146	34.4	32.0	1	7	4	4	3	4	3	1	50.0
Clerical Services	278	85.5	84.4	--	--	--	--	--	--	--	--	--
General Operational Services	21	12.5	12.5	18	1596	18	1518	6	299	6	4	22.2
Institutional Care	0	0.0	0.0	--	--	--	--	--	--	--	--	--
Correctional Services	361	13.9	13.1	303	2111	480	976	225	972	225	47	30.3
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	0.0	12	24	0	16	0	16	0	0	0.0
Office Services	280	98.9	98.9	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	105	68.2	68.2	1	5	1	1	1	1	1	1	50.0
Technical Services	4	57.1	40.0	--	--	--	--	--	--	--	--	--

CORRECTIONAL SERVICES

Staff Training and Development Highlights

Women increased their participation in staff training and development from 20.6% in 1981/82 to 23.9% in 1982/83.

The Ministry of Correctional Services staff training is handled by two separate divisions: the Community Programmes and the Institutions. The Institutions Division is also responsible for the provision of staff training to Main Office Employees. In 1982/83, female participation in staff training and development by division was: 45.6% of participants in the Community Programmes Division were female, and 17.2% of participants in the Institutions Division were female.

The average cost per person per day in the Ministry for providing staff training was \$25.37. There was an average of \$65.88 spent on each woman taking courses, compared to an average of \$56.32 spent on each man.

Regional Delivery

The Programme continues to concentrate on regional delivery to ensure that all managers are aware of the objectives of the Affirmative Action Programme.

Highlights

The Ministry of Correctional Services is a male-dominated Ministry with 4,926 employees, 3,625 (73.6%) men and 1,301 (26.4%) women. However, women have improved their representation in the Ministry from 25.4% to 26.4% during the period of the Affirmative Action Programme.

Approximately one-half (43.5%) of the women in the Ministry are employed in the clerical and office services areas where they hold 91.6% of the jobs, while 73.2% of the men in the Ministry are employed as Correctional Officers or Probation Officers.

The representation of women in the Correctional Officer series has increased from 174 in March 1975 to 352 in March 1983. 210 of these women officers are employed in adult male institutions compared to 16 in 1975.

In the Probation and Parole Officer series, the representation of women has increased from 39 in 1975 to 135 in 1983. At the entry level, 32 (55.2%) officers are women, while only 6 (13.9%) Area Managers are women.

In the Ministry, women occupy only 13.0% (106) management positions, although they represent 26.4% of the total Ministry employees. 8.1% of women compared to 19.5% of men are management employees.

Men's average salary in the Ministry is \$25,094. per annum, whereas women's average salary is \$21,795. per annum; therefore, women earn 86.9% of men's average salary. From March 1982 to March 1983 there was a decrease of .5% in the salary gap.

In 1982/83 the Affirmative Action Programme conducted a workshop for senior women managers. Issues discussed included the impact of micro-technology on women in the workforce, the new Ontario Human Rights Code and general human rights issues and career development in the Ontario Public Service. The Programme also sponsored a number of lunch time sessions to discuss general employment issues of interest to women.

As 1982/83 was the final year of the two year accelerated career development program for women in the Ministry, the Affirmative Action Programme sponsored a workshop for women who participated in the program.

A Task Force consisting of both management and the union was established to review the issue of the use of opposite sex correctional officers in our institutions.

MINISTRY OF: EDUCATION/COLLEGES AND UNIVERSITIES

CHAPTER 13

Total Number of Employees in the Ministry:	2,012
Women's Share of Ministry Employment:	56.9% (1,144)
Women's Share of Female OPS Employment:	4.0%

Salary Distribution

Women's average salary	1981/82: \$18,816. 1982/83: \$21,316. An increase of 13.3%.
Men's average salary	1981/82: \$29,897. 1982/83: \$33,177. An increase of 11.0%.
Women's average salary was 64.2% of men's in 1982/83 (compared to 62.9% in 1981/82), for a decrease in the wage gap of 1.3%.	

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	3 1
Other ACDs:	100
Total number of initiatives undertaken by Ministry women:	<u>104</u>
% of Ministry women this represents:	9.1%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 3
b. All other vacancies in under-represented classes filled by women:	b. <u>6</u>
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 9

Allocation of Resources: Direct: \$103,307. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men : 1,529 # of Women : 1,728
- Females as a % of total participants:	53.1%
- Female participants as a % of Ministry females:	151.0%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% of Total	% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.
	No.												As a % of Vacancies Filled 82/83 81/82
Module													
Administrative	62	33.5		32.3	3	15(2)	142	16	25	5	2	1	33.3 46.7
Clerical	27	77.1		82.9	1	--	1	1	1	1	1	1	100.0 --
Operational	2	16.7		16.7	2	--	2	0	2	0	0	0	0.0 --
Professional	33	22.1		19.9	5(1)	4	97	51	28	10	10	3(1)	60.0 25.0
Technical	--	--		--	--	--	--	--	--	--	--	--	-- --
Category													
Administrative Services	36	34.3		31.4	6	10	19	10	10	6	6	2	33.3 60.0
Clerical Services	300	83.1		81.0	1	--	5	0	3	0	0	0	0.0 --
General Operational Services	93	57.8		59.4	2	3	11	1	6	1	1	0	0.0 0.0
Institutional Care	123	67.6		69.5	--	--	--	--	--	--	--	--	-- --
Correctional Services	--	--		--	--	--	--	--	--	--	--	--	-- --
Law Enforcement Services	--	--		--	--	--	--	--	--	--	--	--	-- --
Maintenance Services	4	6.5		8.7	3	--	4	0	3	0	4	0	0.0 --
Office Services	345	96.9		97.3	--	--	--	--	--	--	--	--	-- --
Scientific and Professional Services	102	46.2		45.8	5	7	157	80	37	10	33	9	20.0 42.9
Technical Services	17	9.3		10.9	3	7	163	35	17	3	11	3	33.3 14.3
Totals													

EDUCATION/COLLEGES AND UNIVERSITIES

Staff Training and Development Highlights

Since 1981/82, there has been a total increase of 144 female and a decrease of 287 male participants in Staff Training and Development. The females increased their percentage of total participation by 6.5%.

The female participation rate in the categories of Managerial/Supervisory and Technical/Professional courses increased by 3.7% to a total of 46.1% in 1982/83. At the same time, the rate increased by 18.9% in Interpersonal/Personal and Secretarial/Clerical courses to a total of 76.1%.

The total staff training dollars spent on women increased by 36% to a new total of \$165,414, representing 38.6% of total dollars spent.

Inventories

The Unit maintains a detailed file on all Ministry Civil Servants by Branch and Regional (Field) Office for information related to occupational distribution, staff development and hire/promotion activities. It is used to identify women who are potential candidates for accelerated career development initiatives and/or for filling under-represented positions.

Regional Delivery

There is a Communications Network to include all branches and regional offices in the Ministry. This system is in place to provide information and seek suggestions from employees.

Wherever possible, the Co-ordinator visits the regional offices to present affirmative action information sessions and to discuss areas of concern with the Directors.

Highlights

The Ministry acted as one of five co-sponsors of three slide-tape productions: Affirmative Action: The Plan That Works (audience - Ontario school boards); It's Up To You (audience - young women in high schools and community colleges); Consider Computers (audience - young women in high schools).

The Unit co-ordinated a variety of noon-hour programs covering such topics as Working Mothers, Women in Prison (W2 Program), Investments, Drug Abuse, Violence Against Women, Women Like Us (panel of Ministry women discussing their career paths).

Ministry of Education data on school boards' staffing patterns was provided on request to assist the development of affirmative action in the boards. The Unit annually updates and analyzes data on male/female teaching staff in the

elementary and secondary schools. The Unit also analysed the Affirmative Action portion of the Multi-Year Plans submitted by the 22 colleges and made recommendations to the Council of Regents.

The Ministry of Education revised the Guidelines For Evaluation of Texts For Bias and Stereotyping Based on Sex.

The Affirmative Action Unit responded to a wide variety of requests for material housed in its Resource Library.

The Co-ordinator served on an Interministry Work Group on Female Participation in Non-Traditional Occupations, as well as serving as a member of the Advisory Board to Women in Educational Administration (Ontario) whose aims are to: facilitate liaison among women in administrative positions, provide a forum for discussion of educational issues, examine attitudes toward women in educational administration, develop strategies for career planning, stimulate professional development of members of the organization.

The Unit initiated the collection of data on course enrolment by subject and sex in the secondary schools in the province. A published report on the findings was to be released in the summer of 1983. The Co-ordinator served as a member of internal and external Ministry work groups established to recommend strategies to increase the participation of female youth in studies for non-traditional occupations.

The affirmative action portion(s) of the Branch Reviews were revised to more accurately report the directors' commitments and achievements in the program.

The Unit supplied material for inclusion in the Ministry's portion of the First Canadian Report on the Convention on the Elimination of All Forms of Discrimination Against Women.

MINISTRY OF: ENERGY

CHAPTER 14

Total Number of Employees in the Ministry:	170
Women's Share of Ministry Employment:	48.8% (83)
Women's Share of Female OPS Employment:	0.3%

Salary Distribution

Women's average salary	1981/82: \$18,189. 1982/83: \$21,805. An increase of 19.9%.
Men's average salary	1981/82: \$37,525. 1982/83: \$38,692. An increase of 3.1%.
Women's average salary was 56.4% of men's in 1982/83 (compared to 48.5% in 1981/82), for a decrease in the wage gap of 7.9%.	

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	- - - -
Other ACDs:	8
Total number of initiatives undertaken by Ministry women:	<hr/> 8
% of Ministry women this represents:	9.6%
Additional ACDs provided for women from other Ministries:	3

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 4
b. All other vacancies in under-represented classes filled by women:	b. 6
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 10

Allocation of Resources: Direct: \$28,000. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men : 194 # of Women : 119
- Females as a % of total participants:	38.0%
- Female participants as a % of Ministry females:	143.4%



Occupational Distribution of Women in Ministry and

Occupational Module / Category		Hire / Promotion Progress Report in Under-Represented Classes											
		Distribution of Ministry Women			Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)		
		As of 31/03/83	% of Total	% in 1981/82							Total No.	As a % of Vacancies Filled 82/83 to 81/82	
Module	No.												
Administrative	15	45.5	26.7										
Clerical	3	100.0	100.0										
Operational	--	--	0.0										
Professional	3	5.6	6.8										
Technical	--	--	--										
Category													
Administrative Services	6	46.2	33.3										
Clerical Services	17	77.3	90.0										
General Operational Services	--	--	--										
Institutional Care	--	--	--										
Correctional Services	--	--	--										
Law Enforcement Services	--	--	--										
Maintenance Services	--	--	--										
Office Services	36	100.0	100.0										
Scientific and Professional Services	2	28.6	75.0										
Technical Services	1	50.0	100.0										
Totals	83	48.8	50.0										

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit

ENERGY

Staff Training and Development Highlights

Although the dollar rate for men is twice that spent for women it is important to note two key areas: Managerial/Supervisory, where costs and numbers of males/females are almost identical; and Technical/Professional, where the individual dollar expenditure is almost the same (\$128 per male, \$122 per female) even though there were more males receiving this type of training.

The average dollar spent per male was \$132.14 and per female was \$106.76.

Of note is the fact that far more men took courses or specialized training and development through professional organizations than women, due in large measure to the high number of male professionals employed. As well, many women took more than one course.

Inventories

Due to the small size of the Ministry, no formal inventories are kept except for the Senior Appointments referrals, kept by the Deputy Minister.

An informal inventory of women interested in advancing their career has been kept (but not formally stored or retrieved).

Highlights

The Ministry of Energy used the year to consolidate its Affirmative Action program within the Ministry with a continuing strong emphasis on career development. Secondment opportunities were opened up to females in 2 non-traditional areas. These women moved into traditional male dominated fields in the delivery side of project development and were highly successful in their jobs. One has moved into the management stream. As well, one woman was hired to work in a highly technical, non-traditional project delivery area -- a breakthrough in that field.

Two women managers were named, both of whom were originally taken into the Ministry on career development secondment opportunities, one in program delivery and one in a very specialized policy area.

To continue the beginnings of career development in our "office of the future" support programs, 8 women were given special career development opportunities either on the job, or more usually in on-the-job assignments in other areas/branches. These have been highly successful and our current support structure provides a strong impetus for these opportunities.

An Administrative Officer was appointed through a career development sequence over several years and was the first and highest administrative level at that time.

The Ministry of Energy established an Affirmative Action Committee which reports through the Affirmative Action Program regularly to the Senior Management Committee and Deputy Minister. While this committee was only established in January, it has already re-instituted some internal promotional programs, drafted an explanatory pamphlet for new employees and is preparing a newsletter. They are currently working on a plan of action for the Ministry for the New Year.

MINISTRY OF: THE ENVIRONMENT

CHAPTER 15

Total Number of Employees in the Ministry:	2,079
Women's Share of Ministry Employment:	21.7% (451)
Women's Share of Female OPS Employment:	1.6%

Salary Distribution

Women's average salary	1981/82: \$17,758.
	1982/83: \$20,208.
	An increase of 13.8%.
Men's average salary	1981/82: \$25,706.
	1982/83: \$28,531.
	An increase of 11.0%.

Women's average salary was 70.8% of men's in 1982/83 (compared to 69.1% in 1981/82), for a decrease in the wage gap of 1.7%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	2 - -
Other ACDs:	24
Total number of initiatives undertaken by Ministry women:	<hr/> 26
% of Ministry women this represents:	5.8%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 7
b. All other vacancies in under-represented classes filled by women:	b. <u>14</u>
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 21

Allocation of Resources: Direct: \$52,755. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men : 994
	# of Women : 186
- Females as a % of total participants:	15.8%
- Female participants as a % of Ministry females:	41.2%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% In 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Vacancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	18	26.9	24.6	8	3(1)	186	92	27	17	27	17	2	25.0 66.7
Clerical	14	93.3	92.9	1	--	2	22	--	5	--	5	1	100.0 --
Operational	0	0.0	0.0	9	11(2)	113	1	38	1	38	1	0	0.0 0.0
Professional	15	4.2	3.2	18(2)	19(4)	419	61	77	12	77	12	1(0)	5.6 5.3
Technical	1	7.1	0.0	--	--	--	--	--	--	--	--	--	-- --
Category													
Administrative Services	7	14.9	13.3	1	3	8	6	2	4	2	4	1	100.0 33.3
Clerical Services	106	74.1	74.5	1(1)	--	--	--	--	--	--	--	0(0)	0.0 --
General Operational Services	1	3.1	3.3	5	5	337	3	20	1	20	1	0	0.0 0.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Maintenance Services	3	0.7	0.9	44	72(1)	1447	25	169	1	169	1	0	0.0 0.0
Office Services	179	96.2	96.2	--	2	--	--	--	--	--	--	--	-- 50.0
Scientific and Professional Services	29	17.2	18.1	26	25	372	88	57	23	57	23	8	30.8 28.0
Technical Services	78	16.2	12.2	28	29	386	90	66	25	66	25	8	28.6 3.4
Totals	451	21.7	20.9	141(3)	169(8)	3270	388	456	89	456	89	21(0)	14.9 7.7

THE ENVIRONMENT

Staff Training and Development Highlights

Of the women attending courses in 1982/83, 41.4% attended Technical/Professional types of courses. The next largest group attended Managerial/Supervisory courses (30.1%), with the remainder taking Interpersonal/Personal (18.3%) and Secretarial/Clerical (10.2%) courses.

For the first time, the largest number of participants and largest amount of staffing dollars spent for females was in the Technical/Professional types of courses.

Overall, 14.3% of total expenses for Staff Training and Development was spent on women; the average amount spent on each woman was \$236.44, comparing quite favourably with the \$265.22 spent on each man.

Inventories

The Affirmative Action Program Career Inventory of all women interested in Career Development continues to be updated yearly and on an ongoing basis for new staff through the Women's Advisory Committee Branch/Regional representatives. Each personnel representative and the Manager of Human Resources has received a copy. The inventory consists of a Page Profile on each woman which is inserted into the career area identified.

The Human Resources area continues to maintain a Staff Resources Inventory which is supported and directed by our Senior Management. At present it consists of employees who are in the Management Group or the Feeder Group (containing positions requiring a degree). Both male and female employees are profiled and the inventory is used in succession planning, job rotations and secondments.

Regional Delivery

The five Regional representatives participate in a teleconference once a month. Affirmative Action information and Minutes from the Ministry Women's Advisory Committee monthly meetings are sent to the regional representatives to be shared with their female staff.

Regional visits are made by the A.A.P.M. twice yearly, to provide both information and counselling sessions to interested staff. Articles and news are provided by staff in the regions for the Ministry newsletter, "Action 80's."

Highlights

The Ministry again held a Career Development Centre for 6 females and 6 males from the Scientific, Resource Management and Environmental Technician areas of the Ministry. The Centre evaluated five management skills: Communication,

Leadership, Organization and Planning, Problem Analysis and Decision-Making, in order to identify those employees with management potential. The results will help to develop career plans for the participants of the Centre.

The assessment techniques used were: oral and written presentations and simulated exercises directly developed for and related to the Ministry (both individual and group). The assessors were drawn from within and outside the Ministry and were trained through a special two-day session.

Twelve developmental assignments of varying lengths and design were implemented and sponsored by the Ministry. They were in areas such as: Environmental Assessment, Municipal and Private Abatement, Laboratory Technology, Records Management, Affirmative Action, Capital Financing and Revenue (Grants), Graphic Arts, Computer Programming and Technology, etc.

The Ministry also achieved several "breakthroughs"--women were hired to fill positions in the Ministry that had previously not had women incumbents.

MINISTRY OF: GOVERNMENT SERVICES

CHAPTER 16

Total Number of Employees in the Ministry:	2,807
Women's Share of Ministry Employment:	33.1% (928)
Women's Share of Female OPS Employment:	3.2%

Salary Distribution

Women's average salary	1981/82: \$17,055.
	1982/83: \$19,534.
	An increase of 14.5%.
Men's average salary	1981/82: \$22,644.
	1982/83: \$25,568.
	An increase of 12.9%.

Women's average salary was 76.4% of men's in 1982/83 (compared to 75.3% in 1981/82), for a decrease in the wage gap of 1.1%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	2 1
Other ACDs:	76
Total number of initiatives undertaken by Ministry women:	<hr/> 79
% of Ministry women this represents:	8.5%
Additional ACDs provided for women from other Ministries:	1

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 5
b. All other vacancies in under-represented classes filled by women:	b. 12
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL <hr/> 17

Allocation of Resources: Direct: \$159,000. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	654
	# of Women :	535
- Females as a % of total participants:		45.0%
- Female participants as a % of Ministry females:		57.7%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in 1981/82		% of Total		82/83		81/82		82/83	
	No.	% of Total	No.	% of Total	No.	% of Total	M	F	M	F	M	F
Module												
Administrative	52	19.7	18.5	26(6)	41(18)	1	579	233	88	27	8(0)	19.5
Clerical	22	84.6	74.3	1	15(3)	21	309	3	51	0	0(0)	0.0
Operational	12	9.2	9.6	10(3)	8	1	255	3	35	1	1(0)	0.0
Professional	11	15.1	13.5	7.7	--	--	--	--	--	--	--	--
Technical	1	8.3	25.0	74.1	29(1)	62	400	72	67	13	4(0)	13.8
Category												
Administrative Services	76	26.4	25.0	74.1	29(1)	62	400	72	67	13	4(0)	13.8
Clerical Services	295	74.5	74.1	29(1)	62	400	72	67	13	4(0)	13.8	25.8
General Operational Services	109	29.9	29.8	11(1)	18	385	30	35	4	3	1(0)	9.1
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	6	0.9	0.9	54	27	710	0	129	0	0	0	0.0
Office Services	307	76.0	76.4	12	16	45	13	26	5	2	16.7	18.8
Scientific and Professional Services	22	61.1	65.6	4(1)	1	18	9	5	1	0(0)	0.0	0.0
Technical Services	15	8.2	8.9	13	30	224	28	46	2	0	0.0	16.7
Totals	928	33.1	32.5	163(27)	238(6)	2930	400	484	61	58	17(0)	10.4
												14.7

GOVERNMENT SERVICES

Staff Training and Development Highlights

The Ministry's 535 women participants in Staff Training and Development represent 57.7% of the female population in M.G.S. This shows continued growth of 33.1% and represents 37.9% of the total educational assistance expenditures.

As in previous years, M.G.S. women show a preference for courses in the Technical/Professional area with an increase of 43.5% in the number of participants; of the total dollars spent for women's development, 62.9% was spent in this area.

Inventories

The Ministry of Government Services Affirmative Action Program maintains an inventory of senior women (earning \$30,000. per annum and over), who meet periodically to clarify their career objectives and goals and increase the number of women interested in Senior Management Positions. Some of these meetings are attended by the Deputy Minister.

The Affirmative Action Program Office also maintains an inventory of employees seeking career progression and/or career change. The inventory includes the employee's summary of short-term and long-term career goals, experience to date, experience and skills necessary to meet career objective, formal and informal training requirements and a career plan (which might include secondments, educational assistance, etc.) established through a career-planning interview with the Affirmative Action staff. Plans are underway to integrate this inventory with the Ministry's computerized Human Resources Information System. The inventory is also being used as a source of referrals to Management, for task forces, committees, developmental assignments and selected competitions.

The Affirmative Action Office maintains a career-pathing guide for many of the main occupational interest areas of Ministry employees.

Regional Delivery

Five women participated in Workshops sponsored by the A.A. Council's Regional Delivery Program. The Affirmative Action Program Manager visited various Regions to assist women with formulating their career plans. Many women from all Regions are included in the Career Development inventory. M.G.S. women are active in the various Interministerial Councils sponsored by the A.A. Council.

Highlights

Senior Management continued their support of the Affirmative Action Program which is evidenced by such achievements as the hiring of two women into the

Executive Compensation Plan, and the hiring of 18 women into under-represented positions as compared with last year's hiring of 14 women into under-represented positions (an increase of 28%). These achievements assisted the Ministry of Government Services to decrease the salary gap.

In addition, Managers were actively involved in the planning and implementation of career development which resulted in the increased number (from 30 in 1981/82 to 1982/83's 79) of women receiving accelerated career development assignments, exceeding the number targetted by 163%. The Ministry's own incentive fund of \$40,000., which is in addition to funds from the Affirmative Action Incentive Fund (administered by the Women Crown Employees Office) enabled 8 of these women to participate in six-month long Accelerated Career Development secondments.

The Ministry achieved several significant breakthroughs. For example, women now occupy positions such as: Client Services Co-ordinator (ASY-19), Manager, Human Resources Planning and Development (APL-20), and Assistant Actuary (PAC-17).

Various studies were carried out to crystalize problem areas and to present various solutions. This resulted in 107 women participating in fully sponsored courses on new technology and will assist in establishing new program initiatives for the following year.

As in previous years, the Affirmative Action Program Staff presented lunch hour seminars, published Affirmative Action articles in the Ministry newsletter, gave advice on Affirmative Action issues to Management and Staff, provided career information and counselling to women and sponsored activities such as public speaking, karate, dancercise and exercise to music.

MINISTRY OF: HEALTH

CHAPTER 17

Total Number of Employees in the Ministry:	10,900
Women's Share of Ministry Employment:	64.6% (7,038)
Women's Share of Female OPS Employment:	24.4%

Salary Distribution

Women's average salary	1981/82: \$17,901.
	1982/83: \$20,197.
	An increase of 12.8%.
Men's average salary	1981/82: \$21,067.
	1982/83: \$23,365.
	An increase of 10.9%.

Women's average salary was 86.4% of men's in 1982/83 (compared to 85.0% in 1981/82), for a decrease in the wage gap of 1.4%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	5 1
Other ACDs:	259
Total number of initiatives undertaken by Ministry women:	265
% of Ministry women this represents:	3.8%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 13
b. All other vacancies in under-represented classes filled by women:	b. 27
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 40

Allocation of Resources: Direct: \$255,200. Indirect \$1,295.

Staff Training and Development

- Number of participants:	# of Men :	5,989
	# of Women :	11,078
- Females as a % of total participants:		64.9%
- Female participants as a % of Ministry females:		157.4%

Occupational Distribution of Women in Ministry
and

WP 1(8/83)

HEALTH

Staff Training and Development Highlights

Women's representation in Staff Training and Development courses (64.9%) is slightly higher than their 64.6% representation in the Ministry, and the number of courses taken by women is much higher than the actual number of women in the Ministry, indicating that many women took more than one course.

Some improvements have taken place in women's participation, for example: an increase of 8.9% in total number of women participating in Staff Training and Development; an increase of 35.3% in women's participation in external Professional Development courses; and an increase of 28.3% in Interpersonal/Personal participation by women over the year 1981/82.

Inventories

The Ministry maintains two inventories for women: The Inventory of Career Goals is comprised of women whose long-term career goals are toward non-traditional jobs or those in which women are under-represented. Women in the Ministry complete forms giving such information as current positions, types of responsibilities desired in 3-5 years, and the skills and knowledge required to achieve these goals. Inclusion is voluntary, and the information is up-dated annually.

The Inventory of Senior Women is in two sections: those women in the Ministry in the \$30,000+ bracket, and those in the \$24,000-\$29,999 bracket. It is accessed by the Affirmative Action Program Manager, occasionally on behalf of Senior Management, for possible candidates for developmental and promotional opportunities. It is also used in the initial stages of setting up senior women networks. Maintained by name, classification, position title, and work location, and up-dated annually.

Regional Delivery

Great emphasis is placed on regional delivery since the majority of female staff in the Ministry of Health are located outside Toronto. Sixty (60) Representatives, who provide support for the Affirmative Action Program at the local level, are a key to regional program delivery. These women serve as liaison between the Affirmative Action Program staff and their own branches/offices, and between managers and women in their areas. A direct line of contact is maintained between the Program Manager and senior regional managers who are responsible for implementing Affirmative Action initiatives.

Highlights

Several exceptional ACD assignments were made possible by the Incentive Fund. Participants received training for a variety of under-represented positions, including Financial Officer, Painter/Decorator and Chief Technologist in a Public Health Laboratory.

Thirteen under-represented classifications in the Ministry achieved the 30% objective; seven of these were targeted for 1982/83.

A second network is now in place for the Ministry of Health's Senior Women in the Toronto area. The first dinner meeting featured Eric Tappenden, Director of Management Standards Project, Management Board of Cabinet, as guest speaker. Further meetings have scheduled speakers on topics related to networking.

The Affirmative Action Program provided four two-day Micro-Technology Workshops for 80 Head Office support staff. This excellent overview of micro-technology dealt with its impact on future employment patterns and included "hands-on" experience with a micro-computer for all participants.

A three-day Conference was held in Toronto for the Ministry network of AAP Representatives from across the province. One of the highlights from the agenda was a panel on Career Planning (guest speakers were: Dr. Lyz. Sayer, Career Counselling Consultant and former Co-ordinator of the Toronto YWCA Career Counselling Services, and Lisa Avedon, Special Projects Co-ordinator for Conestoga College in Kitchener; Marcella Robitaille from Health Insurance Division provided a personal perspective on Career Planning and Decision-making.) A reception for the Representatives at the Sutton Place Hotel was attended by Minister of Health, the Hon. Larry Grossman, and a number of Senior Managers.

AAP Representatives across the province sponsored a wide variety of educational sessions for their local staff, ranging from guest speaker sessions on career-related topics to developing a local newsletter.

Fifty-one workshops and skill sessions were delivered by the AAP staff to 773 women in the Ministry of Health, including sessions on resume writing, interview techniques, skills identification and self-assessment. Career counselling was provided as an integral part of these sessions.

MINISTRY OF: INDUSTRY AND TRADE

CHAPTER 18

- includes Ontario Development Corporation

NOTE: This Ministry is one of three "new" ministries established from the re-alignment of the Ministry of Industry and Tourism and the Ministry of Culture and Recreation. The data for this year is therefore not comparable to previous years.

Total Number of Employees in the Ministry: 522

Women's Share of Ministry Employment: 41.2% (215)

Women's Share of Female OPS Employment: 0.7%

Salary Distribution

Women's average salary 1982/83: \$21,664.

Men's average salary 1982/83: \$37,440.

Women's average salary was 57.9% of men's in 1982/83.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund
(plus: indirectly due to AAIF) - -

Other ACDs: 12

Total number of initiatives undertaken
by Ministry women: 12

% of Ministry women this represents: 5.6%

Additional ACDs provided for women from other Ministries: 1

Breakthroughs

a. First woman, or one of very few women, at a level or
a particular position within a level: a. 3

b. All other vacancies in under-represented classes
filled by women: b. 7

(Total represents "a" plus "b" above. See Table on
following page for further detail.) TOTAL 10

Allocation of Resources: Direct: \$22,404. Indirect \$ - -
(Shared with Ministry of Tourism & Recreation)

Staff Training and Development

- Number of participants: # of Men : 151
of Women : 162

- Females as a % of total participants: 51.8%

- Female participants as a % of Ministry females: 75.0%



Occupational Distribution of Women in Ministry and Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)		
	As of 31/03/83		% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82	
	No.	% of Total												
Module														
Administrative	20	25.6	N/A	14(5)	N/A	295	31	121	13	62	9	3(1)	21.4	N/A
Clerical	11	84.6	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Operational	0	0.0	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Professional	5	35.7	N/A	1	N/A	76	11	7	3	6	2	1	100.0	N/A
Technical	--	--	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Category														
Administrative Services	20	9.5	N/A	29	N/A	1599	104	174	20	160	20	6	20.7	N/A
Clerical Services	58	86.6	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
General Operational Services	2	33.3	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Institutional Care	--	--	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Correctional Services	--	--	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Law Enforcement Services	--	--	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Maintenance Services	2	7.1	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Office Services	95	100.0	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Scientific and Professional Services	0	0.0	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Technical Services	2	66.6	N/A	--	N/A	--	--	--	--	--	--	--	--	N/A
Totals	215	41.2	N/A	44(5)	N/A	1970	146	302	36	228	31	10(1)	22.7	N/A

INDUSTRY AND TRADE

Staff Training and Development Highlights

Women in the Ministry received 47.7% of the training dollars. Of the courses taken by women in the Ministry, 93.2% were in the Managerial/Supervisory or Technical/Professional categories. Women comprised 41.9% of the individuals provided with support to pursue University level courses.

Inventories

A skeleton inventory of female civil servants with a work/educational background relevant to the Ministry and who have shown interest in the Ministry has been developed to respond to the current constraint situation.

All Ministry women who express an interest in career development (including educational needs) through personal contact, performance review or career development questionnaires, become part of an inventory used by the Affirmative Action Manager to design ACDs and for career path planning.

Regional Delivery

Individual field locations have fewer than five female staff each, thus most regional delivery activity is limited to use of the Regional Delivery Task Force activities and interministerial committees' activities in various locations. The Affirmative Action Manager travels to field locations where demand requires it, for special interministerial development activities.

Highlights

"Breakthroughs" were achieved in several areas: a woman won a competition for Manager (at level AM-21); for the first time ever a woman was hired as a Foreign Service Officer at the IDO 3 level; a woman won a competition for a new position at the AM-21 level as Policy Advisor.

MINISTRY OF: INTERGOVERNMENTAL AFFAIRS

CHAPTER 19

Total Number of Employees in the Ministry:	54
Women's Share of Ministry Employment:	70.4% (38)
Women's Share of Female OPS Employment:	0.1%

Salary Distribution

Women's average salary	1981/82: \$24,332.
	1982/83: \$26,617.
	An increase of 9.4%.
Men's average salary	1981/82: \$37,493.
	1982/83: \$34,657.
	A decrease of 7.6%.

Women's average salary was 76.8% of men's in 1982/83 (compared to 64.9% in 1981/82), for a decrease in the wage gap of 11.9%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	- 7
Other ACDs:	7
Total number of initiatives undertaken by Ministry women:	7
% of Ministry women this represents:	18.4%
Additional ACDs provided for women from other Ministries:	2

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 1
b. All other vacancies in under-represented classes filled by women:	b. 1
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 2

Allocation of Resources: Direct: \$11,415 Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	22
	# of Women :	54
- Females as a % of total participants:		71.1%
- Female participants as a % of Ministry females:		142.1%

10

and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in Total	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	6	60.0	60.0	2	7(2)	1	3	1	3	1	3	1	50.0 28.6
Clerical	3	100.0	100.0	--	--	--	--	--	--	--	--	--	--
Operational	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--
Professional	10	55.6	57.1	1	--	0	3	0	3	0	3	1	100.0
Technical	--	--	--	--	--	--	--	--	--	--	--	--	--
Category													
Administrative Services	4	80.0	100.0	--	6 ¹	--	--	--	--	--	--	--	50.0
Clerical Services	1	50.0	100.0	--	--	--	--	--	--	--	--	--	--
General Operational Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Office Services	12	100.0	100.0	--	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	2	66.7	--	--	--	--	--	--	--	--	--	--	--
Technical Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Totals	38	70.4	75.0	3	13 ¹	1	6	1	6	1	6	2	66.7 38.5

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

(1) These 13 vacancies filled were for positions which transferred to the Ministry of Municipal Affairs and Housing during the 1981/82 year.

Staff Training and Development Highlights

Women accounted for 71.1% of the Ministry's attendance at courses and seminars, comparing favourably with their 70.4% representation in the ministry; in fact, many women took more than one course. The majority of these women (70.4%, or 38 out of 54) took Technical/Professional courses, and the majority (73.1%, or 38 out of 52) of attendees at Technical/Professional courses were female. The average cost per woman (\$113.) was lower than the average cost per man (\$189.), due to women opting in many instances for lower priced secretarial/clerical courses and basic micro-computer courses (1/2 day per week, spread over a number of weeks), compared to management courses of to 5 days duration (men's choice).

In addition to the information on the previous page and above, many women attended IPAC seminars, Canadian Public Personnel Management seminars, Affirmative Action luncheon meetings, and general interest sessions at Ryerson and York University, with no indication of dollars expended on training and development; women on the Senior Inventory participated in the (funded) Corporate Management Development program.

Inventories

Career Development Inventory: includes all MIA women, indicating name, classification, branch, length of service, current salary, education (if requirement of job), career goals, area(s) of employment interest, courses attended (if known), manager's performance appraisal assessment, and suggested courses, or developmental experiences required in order to progress, where this has been noted.

The Potential Secondments Inventory consists of two parts: a file of women from other Ministries who have sent in resumes, requesting specific experience in M.I.A. if the opportunity arises, and one of Ministry women who have expressed interest in a secondment to another area, in order to gain added experience, or skills.

In addition, the Ministry keeps on file: resumes of students who have written regarding job opportunities in the Ministry of Intergovernmental Affairs, and resumes of individuals with bilingual capabilities (not currently OPS employees). Some are seeking jobs, some advice, and some requesting information on jobs in the two MIA International Offices.

Highlights

The Ministry had significant success in placing women in senior positions in this Ministry (locally and internationally); for example: Denyse Nazaire was appointed Executive Secretary, Council for Franco-Ontarian Affairs, at the ECP-1 level - a first for this level in the Ministry. Women continue to visibly represent this Ministry abroad. In Paris, Adrienne Clarkson is the Agent General, a contract position equivalent to an ECP-3 level. The next senior position in Paris is held by Joy Gordon, (PEC-19). In Brussels,

Janet Bax (PEC-19) is the senior woman responsible for dealing with the European Economic Community. Another woman is no longer with MIA: Valerie Fountain, Deputy Chief of Protocol, moved from the Office of Protocol, M.I.A., to the Ministry of Industry and Trade. Valerie was at an AM-18 level, and accepted a lateral transfer to gain additional experience in another milieu. Five MIA women were added to the SAAC Inventory, after approval by Executive Committee members.

Two promotions, representing breakthroughs to levels previously unrepresented by women in this Ministry, took place this year: Christine Hodges Hamilton, a PEC-19 in the Federal-Provincial Relations Branch, was the successful candidate in a job competition for Senior Advisor (PEC-20) in the International Relations Branch. Francine Robitaille, Communications Advisor, Office of the Government Coordinator of French Language Services, was promoted from an AM-18 to an AM-20 level.

The ad hoc group of Small Ministries operated as a Task Force in 1982/83. Represented were Civil Service Commission, Energy, Northern Affairs, Office of the Premier, Secretariat for Social Development, Management Board Secretariat and Intergovernmental Affairs. The second luncheon for senior women was hosted by Management Board Secretariat. Intergovernmental Affairs was host to 88 women on March 17, 1983, when Gary Posen spoke on Program Review at Sutton Place Hotel, over lunch. Joint career development workshops were held; MIA sponsored a noon-hour session on Self-Defense for 40 women and arranged two tables at "The Future of Jobs" presentation at the Westbury Hotel.

An Orientation session for the Ministry was held in February, 1983, and consisted of a film, presentations by Executive Committee, lunch with Executive Committee, and a tour of the Legislative Building. A question and answer period offered a forum for discussion of affirmative action, and the various resources within MIA.

The Ministry Technology Committee held weekly information meetings open to all staff.

MINISTRY OF: LABOUR

CHAPTER 20

Total Number of Employees in the Ministry:	1,425
Women's Share of Ministry Employment:	46.7% (665)
Women's Share of Female OPS Employment:	2.3%

Salary Distribution

Women's average salary	1981/82: \$19,284. 1982/83: \$21,771. An increase of 12.9%.
Men's average salary	1981/82: \$28,080. 1982/83: \$31,282. An increase of 11.4%.

Women's average salary was 69.6% of men's in 1982/83 (compared to 68.7% in 1981/82), for a decrease in the wage gap of 0.9%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	1 1
Other ACDs:	40
Total number of initiatives undertaken by Ministry women:	42
% of Ministry women this represents:	6.3%
Additional ACDs provided for women from other Ministries:	3

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 3
b. All other vacancies in under-represented classes filled by women:	b. 8
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 11

Allocation of Resources: Direct: \$59,049. Indirect \$9,000.

Staff Training and Development

- Number of participants:	# of Men : 677 # of Women : 829
- Females as a % of total participants:	55.0%
- Female participants as a % of Ministry females:	124.7%

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in Total	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	84	42.0	40.8	19(14)	13(3)	230	132	35	22	35	22	6(4)	31.6 7.7
Clerical	14	87.5	81.3	--	--	--	--	--	--	--	--	--	--
Operational	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--
Professional	20	14.9	14.4	13(2)	9(2)	176	14	37	10	37	10	3(1)	23.1 11.1
Technical	3	6.5	4.2	3	5	35	2	16	0	16	0	0	0.0 0.0
Category													
Administrative Services	59	36.9	36.7	4	5	70	52	15	15	15	15	1	25.0 40.0
Clerical Services	154	85.1	86.9	--	2	--	--	--	--	--	--	--	-- 0.0
General Operational Services	0	0.0	0.0	1(1)	3	--	--	--	--	--	--	0(c)	0.0 0.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	28	11.2	11.1	--	23	--	--	--	--	--	--	--	-- 4.3
Office Services	244	98.4	96.7	--	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	32	39.5	37.5	--	1	--	--	--	--	--	--	--	-- 0.0
Technical Services	27	27.0	30.6	4	2	44	7	12	2	12	2	1	25.0 50.0
Totals	665	46.7	45.8	44(17)	63(5)	555	207	115	49	115	49	11(5)	25.0 9.5

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

Staff Training and Development Highlights

In 1982/83, women's participation in staff training and development was 55% compared to their representation in the Ministry which was 46.7%. Since the number of women taking courses exceeded the number of women in the Ministry, many women took more than one course. Women's share of the training dollar was 44.5%.

In Managerial/Supervisory courses, women comprised 32.7% and in Technical/Professional courses, 52.4% of the participants.

There were a number of in-house courses developed for women, e.g., "Office of the Future" and "Career Development in a Time of Constraint". These tend to be less expensive per capita (than the types of courses attended by men) because no travelling expenses are involved.

Inventories

An inventory of all women employees is maintained, showing classification level, branch, government employment history and highest level of education attained.

Regional Delivery

The Affirmative Action Program Manager visits the Regional offices annually to receive input from regional staff and discuss career development individually. Regional women are encouraged to attend both local and Toronto workshops which the Program Manager finances.

A workshop "Make your Meetings more Productive" was presented to 20 employees in Hamilton regional office.

Highlights

Eight two-day workshops, "Preparing to Meet the Office of the Future", were presented to give women hands-on experience with micro-computers, an overview of their application in the office, and future career paths that may be created by the new technology.

Six two-day workshops titled "Career Development in a Time of Constraint", were presented to managerial women in the Ministry.

Various one-hour workshops, e.g., "Resume Writing" and "Make Your Meetings More Productive", were presented to all employees in "Lunch and Learn" noon-hour seminars.

The Affirmative Action Committee organized a successful book sale to support the first woman co-ordinator of the Cancer/Heart/Diabetes Campaign in the Ministry of Labour.

MINISTRY: MANAGEMENT BOARD

CHAPTER 21

Total Number of Employees in the Ministry:	51
Women's Share of Ministry Employment:	45.1% (23)
Women's Share of Female OPS Employment:	0.1%

Salary Distribution

Women's average salary	1981/82: \$30,562.
	1982/83: \$32,563.
	An increase of 6.5%.
Men's average salary	1981/82: \$44,097.
	1982/83: \$47,329.
	An increase of 7.3%.

Women's average salary was 68.8% of men's in 1982/83 (compared to 69.3% in 1981/82), for a increase in the wage gap of 0.5%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	1 - -
Other ACDs:	15
Total number of initiatives undertaken by Ministry women:	<u>16</u>
% of Ministry women this represents: (% is based on 12 women in M.B. participating in these 16 ACDs)	56.5%
Additional ACDs provided for women from other Ministries:	12

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. - -
b. All other vacancies in under-represented classes filled by women:	b. <u>1</u>
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 1

Allocation of Resources: Direct: 5,372. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	62
	# of Women :	63
- Females as a % of total participants:		50.4%
- Female participants as a % of Ministry females:		273.9%



Occupational Distribution of Women in Ministry and Hire / Promotion Progress Report in Under-Represented Classes

Hire / Promotion Progress Report in Under-Represented Classes													
Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83	% of Total	% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Vacancies Filled 82/83 81/82
	No.												
Module													
Administrative	14	33.3	34.1	4	5(2)	97	22	8	6	12	8	1	25.0 20.0
Clerical	2	100.0	100.0	--	--	--	--	--	--	--	--	--	--
Operational	--	--	--	--	--	--	--	--	--	--	--	--	--
Professional	--	--	--	--	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--	--	--
Category													
Administrative Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Clerical Services	1	100.0	100.0	--	--	--	--	--	--	--	--	--	--
General Operational Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Office Services	6	100.0	100.0	--	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Technical Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Totals	23	45.1	47.1	4	5(2)	97	22	8	6	12	8	1	25.0 20.0

MANAGEMENT BOARD SECRETARIAT

Staff Training and Development Highlights

Women attended 11 Managerial/Supervisory courses, 35 Technical/Professional courses, 14 Interpersonal/Personal courses and 3 Secretarial/Clerical courses.

Women's overall participation rate in staff training was: 50.4% of courses and seminars attended by MBS staff, 49.5% of person-days committed to staff development and 45.8% of training dollars spent in courses and seminars.

Women were 39.3% of all attendees at Managerial/Supervisory courses/seminars, and 47.3% of those attending Technical/Professional courses/seminars within the Secretariat.

Inventories

A Career Development Inventory form is completed by every employee annually and is reviewed by managers, to assist in career planning for all Secretariat employees. The inventory includes the employee's summary of short-term and long-term career goals, existing experience, experience and skills desired to be gained through on-the-job training, and an action plan to facilitate the accumulation of this experience.

Highlights

Of the females at Management Board Secretariat, 56.5% received Accelerated Career Development Opportunities through 16 initiatives.

In addition, the Secretariat provided 12 secondment opportunities to females from other Ministries to gain different skills and experience. Two of these secondees and one seconded from 1981/82 were successful candidates in competitions for Management Board Officers and are now on full-time staff at the Secretariat.

MINISTRY OF: MUNICIPAL AFFAIRS AND HOUSING

CHAPTER 22

Total Number of Employees in the Ministry:	1,151
Women's Share of Ministry Employment:	53.3% (613)
Women's Share of Female OPS Employment:	2.1%

Salary Distribution

Women's average salary	1981/82: \$19,700. 1982/83: \$22,512. An increase of 14.3%.
Men's average salary	1981/82: \$30,734. 1982/83: \$33,981. An increase of 10.6%.

Women's average salary was 66.2% of men's in 1982/83 (compared to 64.1% in 1981/82), for a decrease in the wage gap of 2.1%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	1 --
Other ACDs:	87
Total number of initiatives undertaken by Ministry women:	<hr/> 88
% of Ministry women this represents:	14.4%
Additional ACDs provided for women from other Ministries:	--

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 4
b. All other vacancies in under-represented classes filled by women:	b. 8
(Total represents "a" plus "b" above. See Table on following page for further detail.)	<hr/> TOTAL 12

Allocation of Resources: Direct: \$118,800. Indirect \$ --

Staff Training and Development

- Number of participants:	# of Men :	1,424
	# of Women :	1,241
- Females as a % of total participants:		46.6%
- Female participants as a % of Ministry females:		202.4%

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83		% in Total	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	73	33.2	29.7	16(6)	4	416	39	105	9	49	5	4(3)	25.0 50.0
Clerical	9	100.0	91.7	--	--	--	--	--	--	--	--	--	--
Operational	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--
Professional	25	21.0	21.7	6	4	74	16	37	14	41	10	1	16.7 25.0
Technical	1	25.0	25.0	--	--	--	--	--	--	--	--	--	--
Category													
Administrative Services	52	36.6	35.0	7	9	104	33	29	13	24	13	2	28.6 33.3
Clerical Services	198	79.5	80.0	1	3	8	1	8	1	3	0	0	0.0 66.7
General Operational Services	0	0.0	33.3	--	--	--	--	--	--	--	--	--	--
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	1	2.1	2.1	1	3	6	1	6	1	4	0	0	0.0 0.0
Office Services	213	96.4	96.5	1	3	24	24	4	4	4	3	1	100.0 0.0
Scientific and Professional Services	35	35.7	30.1	8	10	150	93	28	32	26	27	4	50.0 80.0
Technical Services	6	28.6	27.3	--	1	--	--	--	--	--	--	--	0.0
Totals	613	53.3	53.0	40(6)	37	732	207	217	74	151	58	12(3)	30.0 43.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

MUNICIPAL AFFAIRS AND HOUSING

Staff Training and Development Highlights

The total number of courses attended by Ministry staff was less than in 1981/82 by 596. Women's participation in staff training and development courses fell by 4.7%. There were 183 more men than women participating in courses during the year.

One woman was enrolled in a four week full-time special development sponsorship.

Inventories

In addition to the Human Resources computerized inventory of Ministry staff, the Affirmative Action Program office maintains a Career Inventory based on such information as current classification, education, career interests, goals and developmental needs. The system is cross-referenced by specialized skills, career interests and certificates or diplomas received and is accessible when managers wish to locate qualified applicants for job opportunities. In addition, Affirmative Action Program staff access the inventory to advise clients of vacancies in their indicated area of interest in addition to openings in under-represented classes both ministry-wide and service-wide.

Regional Delivery

Regional meetings were held in each of the four regions of the Province. Information seminars on Affirmative Action and sexual harassment were held in Windsor. In the Ottawa-Carleton Housing Authority a similar seminar was held on sexual harassment in conjunction with Human Rights officers.

A program officer assisted the Affirmative Action Council Regional Delivery Task Force in a workshop on Microtechnology.

Highlights

The Affirmative Action Program has continued the integration of targets and results into the MBR system within the Ministry. Managers are actively involved in the planning and implementation of career development for their female staff. Overall Ministry plans and results are reported to senior management on a semi-annual basis. The Program Manager and staff met with branch directors and senior management to discuss results of the 1981/82 MBR the plan for 1982/83, and discussed issues and concerns.

The Program Manager attended Association of Ontario Housing Authority Regional meetings to promote Affirmative Action at the Managerial level. The Women's Advisory Committee of 90 women from the Ministry and larger Housing Authorities met twice during the year. The Toronto region meeting was planned, organized and run by the Central Core Committee, a volunteer group of committee representatives. A two-day regional meeting was held in Windsor for

all staff. The Publications Committee, also a volunteer group, wrote and published three newsletters. The Affirmative Action Committee from Subsidies Branch held several noon-hour sessions on subjects such as sexual harassment and stress management.

Policy and procedures on personal harassment were finalized and approved for the Ministry. The Deputy Minister forwarded the new policy to all staff.

During 1982/83, the Ministry met the 30% objective in eleven classifications that are primarily in the middle management range as follows: General Administration AM-17 - 38.5%; Personnel Admin AM-19 - 50%; Personnel Admin. AM-20 - 100%; Systems Services AM-19 - 33.3%; Resources Planning and Mgmt. PM-18 - 50%; Finance Officer 3 - 33.3%; Real Estate Officer 2 - 50%, Clerk 2 Mail 37.5%, Data Processing Tech. 4 - 100%; Economist 1 - 100% and Designer 2 - 50%. At year-end, two under-represented areas are being filled on an acting basis. Personnel AM-17 and General Admin. AM-17 (which was a priority target in 1982/83).

Affirmative Action staff provided at least 33 women with career and personal counselling, in addition to 44 contacts in regards to outreach for positions in Municipal Affairs and Housing and other ministries.

MINISTRY OF: NATURAL RESOURCES

CHAPTER 23

Total Number of Employees in the Ministry:	4,187
Women's Share of Ministry Employment:	23.0% (961)
Women's Share of Female OPS Employment:	3.3%

Salary Distribution

Women's average salary	1981/82: \$16,617.
	1982/83: \$19,019.
	An increase of 14.5%.
Men's average salary	1981/82: \$24,584.
	1982/83: \$27,696.
	An increase of 12.7%.

Women's average salary was 68.7% of men's in 1982/83 (compared to 67.6% in 1981/82), for a decrease in the wage gap of 1.1%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	- -
Other ACDs:	48
Total number of initiatives undertaken by Ministry women:	48
% of Ministry women this represents:	5.0%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 8
b. All other vacancies in under-represented classes filled by women:	b. 5
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 13

Allocation of Resources: Direct: \$112,200. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	4,044
	# of Women :	983
- Females as a % of total participants:		19.6%
- Female participants as a % of Ministry females:		102.3%*

*This figure is misleading since unclassified female employees were listed as participants but only classified female employees are included in the total number of Ministry females.

and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83		% in 1981/82								As a % of Va- cancies Filled	
	No.	% of Total			M	F	M	F	M	F	Total No.	82/83 81/82
Module												
Administrative	39	16.7	13.4	30(13)	243	107	51	12	18	11	3(1)	25.0 6.7
Clerical	11	84.6	85.7	1(1)	--	--	--	--	--	--	--	100.0
Operational	0	0.0	0.0	1	24	0	4	0	4	0	0	--
Professional	7	2.4	1.8	34(9)	323	20	129	1	76	0	0(0)	0.0 0.0
Technical	5	1.0	0.8	50(10)	247	5	124	2	73	2	1(0)	4.8 6.0
Category												
Administrative Services	16	21.1	18.9	4	449	116	158	41	25	14	3	33.3 100.0
Clerical Services	403	79.3	79.5	--	--	--	--	--	--	--	--	--
General Operational Services	7	10.3	8.9	8	600	48	181	16	62	6	1	9.1 25.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	2	0.8	1.3	8	171	0	52	0	39	0	0(0)	0.0 12.5
Office Services	383	98.7	99.0	--	--	--	--	--	--	--	--	--
Scientific and Professional Services	36	7.9	8.2	117	1403	328	578	103	173	33	2(0)	4.3 9.4
Technical Services	52	3.8	3.9	--	1716	132	832	42	317	27	3(0)	4.0 --
Totals	961	23.0	22.7	203(17) 252(33)	5176	756	2109	217	737	93	13(1)	6.4 9.5

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

Staff Training and Development Highlights

Women comprised 19.6% of total participants in all types of courses, which represented a slight decrease from 20.7% in 1981/82. However women's share of the training dollars remained at approximately 17%. Of the total number of female participants 43.8% were enrolled in Technical/Professional courses compared to 32.3% in the previous year. However in Managerial Supervisory courses the percentage dropped to 9.6% from 13.2% in 1981/82.

Inventories

The Affirmative Action Program Office maintains an inventory of senior women employees in the Ministry of Natural Resources. Employee information such as classification level, position title and salary range for each woman is compiled from computerized Ministry IPPEB data and is up-dated on a semi-annual basis.

A computerized Human Resources Planning System was introduced by Personnel Services Branch in 1980 and has since been approved for Ministry-wide implementation. The System which operates independently of the Government-wide IPPEB System, was designed to provide accurate, up-to-date human resource information on Ministry employees. It is expected that when the System is fully operational it will serve a variety of functions including: maintaining a skills inventory, maintaining an inventory of promotable employees and serving as a personnel information storage and retrieval system. In addition the System will be used as a manpower planning device which will assist managers in ensuring that sufficiently qualified personnel are available when and where they are required. By March, 1983 computerized data from one Region was compiled and the collection of data from a second Region was initiated. It is expected that the System will be fully implemented Ministry-wide by the 1984/85 fiscal year.

Regional Delivery

During the year a new policy on Affirmative Action was approved which will replace the Affirmative Action Representative network with a manager-centered system in order to increase accountability and effectiveness. However the two-tiered Representative System involving approximately 70 women was in place for much of the year and Representatives served to communicate information to their respective Regions/Groups and Districts/Branches.

The Representatives also held meetings for women employees during which local activities such as workshops and seminars were planned and organized for 353 women. The meetings often provided the opportunity for employees to discuss and resolve employment-related issues of concern. Field trips and tours of nurseries, fish hatcheries and Provincial Parks were organized to familiarize employees with Ministry operations. The Representatives were also involved in the preparation of 3 issues of the Affirmative Action Newsletter.

The Affirmative Action Program office co-ordinated this Ministry's participation in Regional Delivery Workshops which were sponsored by the Affirmative Action Council and the Women Crown Employees Office. In 1982/83

42 Ministry women attended career development workshops given in municipalities across the province. In addition, several women employees participated in the activities of Interministerial Committees in various localities.

Highlights

During the 1982/83 fiscal year the Affirmative Action Program underwent a major review. From the time that the Program was first introduced in the Ministry in 1975, M.N.R. had become highly successful in introducing career development activities and in making managers and employees aware of the relevant issues and objectives of Affirmative Action. The review was intended to build upon this success and to further strengthen the effectiveness of the Program by ensuring management responsibility for Program implementation and accountability for results achieved. In August of 1982 a position paper, which included recommendations for change, was circulated to managers throughout the Ministry for comment. Widespread support for the proposal was indicated and the recommendations were subsequently approved as the new Ministry policy on Affirmative Action. The main thrust of the new policy was to more clearly define the role of the Program in the Ministry and to integrate Affirmative Action with regular Ministry management processes. This was designed to result in the following: the establishment of management responsibility for Program implementation and to ensure accountability for results achieved through the Work Program Planning and Performance Monitoring Systems, re-defining the role of the Affirmative Action Program Office to place more emphasis on policy development and to exclude implementation activities, and replacing the Affirmative Action Representative network with a manager-centered system while ensuring the continued direct involvement of women employees.

By the end of the fiscal year a temporary Implementation Committee, composed of managers from across the Province, was established to assist in developing implementation strategies, particularly with recommending Work Planning Guidelines, identifying technical assistance needed by managers and developing strategies for folding the Program into existing management processes.

The Ministry's Affirmative Action priorities continued to emphasize the movement of women into the areas of entry and middle level management, as well as into technical and professional specialities. Although a Ministry-wide hiring freeze was in place for more than half of the fiscal year, 100% of the hire/promotion targets set in the above priority areas were met. In addition, managers provided 48 accelerated career development assignments involving 5.0% of the Ministry's classified women employees.

During the 1982/83 year the wage gap decreased by 1.1%; women's average salary was 68.7% of men's average salary. The occupational distribution of women continued to diversify as indicated by the increase in the total percentage of women in the 9 under-represented modules and categories from 16.2% in 1981/82 to 17.1% in 1982/83.

In the 1982/83 Junior Ranger Program for students, women slightly increased their proportion to 44.8%. This was a significant increase from 28.2% in 1975 when the Affirmative Action Program was established in the Ministry. Female summer students continued to be hired in all disciplines and female graduates were well represented in the seasonal unclassified staff.

MINISTRY OF: NORTHERN AFFAIRS

CHAPTER 24

Total Number of Employees in the Ministry:	150
Women's Share of Ministry Employment:	50.7% (76)
Women's Share of Female OPS Employment:	0.3%

Salary Distribution

Women's average salary	1981/82: \$18,864. 1982/83: \$21,233. An increase of 12.6%.
Men's average salary	1981/82: \$31,345. 1982/83: \$34,826. An increase of 11.1%.

Women's average salary was 61.0% of men's in 1982/83 (compared to 60.2% in 1981/82), for a decrease in the wage gap of 0.8%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	1 1
Other ACDs:	4
Total number of initiatives undertaken by Ministry women:	<u>6</u>
% of Ministry women this represents:	7.9%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. - -
b. All other vacancies in under-represented classes filled by women:	b. <u>4</u>
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 4

Allocation of Resources: Direct: \$15,400. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	18
	# of Women :	26
- Females as a % of total participants:		40.9%
- Female participants as a % of Ministry females:		23.7%

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83		82/83		81/82		M		F		Total No.	
	No.	% of Total	% in 1981/82									As a % of Va- cancies Filled 82/83 81/82
Module												
Administrative	5	45.5	40.0	1	--	11	2	6	2	5	1	100.0 --
Clerical	5	83.3	100.0	--	--	--	--	--	--	--	--	-- --
Operational	--	--	0.0	--	--	--	--	--	--	--	--	-- --
Professional	2	14.3	15.4	2	--	103	8	30	7	8	1	50.0 --
Technical	--	--	--	--	--	--	--	--	--	--	--	-- --
Category												
Administrative Services	8	19.0	18.2	1	3	55	24	13	2	3	0	0.0 33.3
Clerical Services	31	93.9	94.1	1	--	0	0	1	0	1	1	100.0 --
General Operational Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	-- --
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Maintenance Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Office Services	22	95.7	100.0	--	--	--	--	--	--	--	--	-- --
Scientific and Professional Services	3	14.3	12.5	1	2	81	26	4	13	1	1	100.0 0.0
Technical Services	--	--	--	--	--	--	--	--	--	--	--	-- --
Totals	76	50.7	49.3	6	5	250	60	54	24	18	4	66.7 20.0

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(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

Staff Training and Development

The women's share of Staff Training and Development is 8.4% larger than their share of employment in the Ministry.

Women were 33% of Ministry participants in Managerial/Supervisory courses, and 53.8% of the courses women participated in were Technical/Professional; this is an improvement of 38.8% over 1981/82's 15%.

The female Ministry staff utilized 55.2% of staff training and development dollar allocations, a slight improvement over their 54.1% share in 1981/82.

Inventories

A career data inventory was initiated; however, this is no longer in use. A Human Resources Planning Committee is to be set up in 1983 to review career planning for all staff members.

Regional Delivery

The regional women were encouraged to participate in the workshops offered through the Regional Delivery Task Force.

The Co-ordinator, Human Resources and Affirmative Action, acted as the resource person for the Thunder Bay Interministerial Affirmative Action Committee, on behalf of the Affirmative Action Council. Two workshops emphasizing computer technology were sponsored by the Committee for 16 interministerial participants.

Highlights

In 1982, a complement position, "Co-ordinator, Human Resources and Affirmative Action", was established.

The Co-ordinator, Human Resources and Affirmative Action, was a member of the Advisory Committee to Women Crown Employees on the Affirmative Action Incentive Fund. One positive result was that, for the first time, Northern Affairs received money from the Incentive Fund for two accelerated career development assignments.

The Ministry of Northern Affairs holds membership in the Small Ministries Task Force and the Resources Ministries Committee. These groups provided opportunities for the Toronto Staff to attend workshops ranging from self defence to career planning strategies.

MINISTRY OF: REVENUE

CHAPTER 25

Total Number of Employees in the Ministry:	3,843
Women's Share of Ministry Employment:	40.8% (1,569)
Women's Share of Female OPS Employment:	5.4%

Salary Distribution

Women's average salary	1981/82: \$16,827.
	1982/83: \$19,088.
	An increase of 13.4%.
Men's average salary	1981/82: \$25,873.
	1982/83: \$28,475.
	An increase of 10.1%.

Women's average salary was 67.0% of men's in 1982/83 (compared to 65.0% in 1981/82), for a decrease in the wage gap of 2.0%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	2 --
Other ACDs:	49
Total number of initiatives undertaken by Ministry women:	<hr/> 51
% of Ministry women this represents:	3.3%
Additional ACDs provided for women from other Ministries:	--

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 8
b. All other vacancies in under-represented classes filled by women:	b. <hr/> 64
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 72

Allocation of Resources: Direct: \$57,581. Indirect \$10,522.

Staff Training and Development

- Number of participants:	# of Men :	958
	# of Women :	599
- Females as a % of total participants:		38.5%
- Female participants as a % of Ministry females:		38.2%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)		
	As of 31/03/83		% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83	81/82
	No.	% of Total												
Module														
Administrative	98	15.9	14.8	120(40)	99(20)	1087	183	767	124	339	54	12(4)	10.0	21.2
Clerical	14	51.9	70.0	--	--	--	--	--	--	--	--	--	--	--
Operational	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Professional	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Technical	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Category														
Administrative Services	166	10.7	9.7	207	72(1)	4637	626	4227	476	574	170	57	27.5	26.4
Clerical Services	1008	80.1	80.5	--	1	--	--	--	--	--	--	--	--	0.0
General Operational Services	0	0.0	0.0	1	1	141	5	11	0	11	0	0	0.0	0.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	2	22.2	25.0	--	2	--	--	--	--	--	--	--	--	0.0
Office Services	264	96.7	97.6	4	1	37	14	11	12	9	5	1	25.0	0.0
Scientific and Professional Services	1	100.0	100.0	--	--	--	--	--	--	--	--	--	--	--
Technical Services	16	16.5	16.7	4	6	41	14	12	5	15	10	2	50.0	66.7
Totals	1550	40.9	30.0	325(40)	192(20)	5092	842	5020	617	840	220	27	27	27

REVENUE

Staff Training and Development Highlights

There was a significant increase (58%) over last year in the number of women taking Managerial/Supervisory courses.

Women's proportion of Staff Training and Development funds increased slightly. The Ministry increased its overall spending on Staff Training and Development by 6.4%. The increase for educational assistance for women was 6.9% more than 1981/82, while the increase for men was 4.9%.

Of the recipients of the Ministry's Career Development fund (Fund for Employee Educational Development), 60% were women, and they used 70% of the expended fund; in 1981/82, only 52.9% of the recipients were women and only 40% of the expended funds went to women.

Inventories

The Affirmative Action Program maintains an informal inventory of senior women (at the AM-17 level and beyond); the information was compiled from women at this salary level who had expressed an interest in career advancement.

An inventory is maintained of those women at all levels of the Tax Auditor and Property Assessor career path.

An inventory is also kept of women in classifications which are regarded as "feeders" to certain under-represented areas in the Ministry. This includes women in the feeder streams to Tax Auditing, Property Assessment and middle levels of management.

Regional Delivery

The Affirmative Action Program Manager visited 24 regional offices of the Ministry. During those visits, staff members were given a presentation concerning the Affirmative Action Program and individual career counselling interviews were held for interested staff. Separate presentations were made to Regional Assessment Commissioners and Managers of the Province of Ontario Savings Offices. As a member of the Regional Delivery Task Force, the AAPM contributed to the design of a new workshop for women Crown employees - "Women in the Changing Workplace". The Affirmative Action Program Manager presented this workshop at four of the eight workshops given across the province.

Highlights

The Ministry projected 30 planned Accelerated Career Development assignments; in fact, 51 took place. After a career development assignment, a woman was promoted to Manager, Assessment Services, a senior position in the Property Assessment Division. Lunch-hour Career Development workshops were presented to women in a major branch of the Tax Revenue Division.

For the first time, a woman became the District Manager of a Retail Sales Tax District Office. Two significant career progressions for women took place: woman became a senior member of the Ministry's Management Systems Branch (Systems AM-21), and a woman was promoted to the classification of AGA-21. Through the mechanism of the Revenue Career Advancement Program, 45 women bridged into the Tax Auditing and Property Assessment professional areas. The entry levels for Property Assessment classifications (Property Assessor 1 and 2) now have over 30% women.

The Program Manager made major presentations to all Ministry Senior Management Committees, including a presentation to the Ministry's Management Conference sponsored by the Deputy Minister. The AAPM also designed a planning and reporting format for Affirmative Action accelerated career development assignments.

As a result of an active publicity campaign, the number of women using the Fund for Employee Educational Development increased from 52% to 60%, and 70% of the money spent on career related courses in the Ministry was spent on women. As well, the Affirmative Action Program Manager and staff visited 24 regional offices, where she presented an overview of the Affirmative Action Program and conducted personal career interviews for all interested staff members.

The Affirmative Action Program Manager was the President of the Affirmative Action Council, and participated on the Regional Delivery Task Force with the Affirmative Action Program Assistant. The Affirmative Action Program Assistant was a member of the Impact of New Technology Task Force.

MINISTRY OF: THE SOLICITOR GENERAL

CHAPTER 26

Total Number of Employees in the Ministry:	5,891
Women's Share of Ministry Employment:	15.0% (884)
Women's Share of Female OPS Employment:	3.1%

Salary Distribution

Women's average salary	1981/82: \$17,030.
	1982/83: \$19,212.
	An increase of 12.8%.
Men's average salary	1981/82: \$28,984.
	1982/83: \$29,510.
	An increase of 1.8%.

Women's average salary was 65.1% of men's in 1982/83 (compared to 58.8% in 1981/82), for a decrease in the wage gap of 6.3%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	3 1
Other ACDs:	31
Total number of initiatives undertaken by Ministry women:	<hr/> 35
% of Ministry women this represents:	4.0%
Additional ACDs provided for women from other Ministries:	1

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 11
b. All other vacancies in under-represented classes filled by women:	b. 18
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 29

Allocation of Resources: Direct: \$113,601. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	3,949
	# of Women :	264
- Females as a % of total participants:		6.3%
- Female participants as a % of Ministry females:		29.9%



Occupational Distribution of Women in Ministry and Hire / Promotion Progress Report in Under-Represented Classes

- 130 -

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (%)	
	As of 31/03/83	% In 1981/82		82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total	% In 1981/82										
Module													
Administrative	14	30.4	26.1	1(1)	4(1)	--	--	--	--	--	--	1(1)	100.0 50.0
Clerical	11	84.6	84.6	--	--	--	--	--	--	--	--	--	-- --
Operational	1	4.0	4.2	1	1	0	1	0	1	0	1	1	100.0 0.0
Professional	2	6.3	3.8	11	2	176	10	16	1	42	3	1	9.1 50.0
Technical	0	0.0	0.0	--	--	--	--	--	--	--	--	--	-- --
Category													
Administrative Services	8	4.9	5.2	23	24	311	27	32	1	71	2	0	0.0 0.0
Clerical Services	93	69.4	68.2	--	4	--	--	--	--	--	--	--	-- 0.0
General Operational Services	44	13.3	13.1	16	46	58	3	37	3	55	3	3	18.8 8.7
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	-- --
Law Enforcement Services	102	2.4	2.3	315	433	54	4	8	0	24	0	20	6.3 9.0
Maintenance Services	116	33.5	36.5	6	14	23	2	13	0	20	2	0	0.0 7.1
Office Services	456	97.4	97.7	--	--	--	--	--	--	--	--	--	-- --
Scientific and Professional Services	16	28.6	21.2	6	3	121	61	12	9	22	11	3	50.0 0.0
Technical Services	21	38.9	39.6	--	1	--	--	--	--	--	--	--	-- 0.0
Totals	884	15.0	15.4	379(1)	532(1)	743	108	118	15	234	22	29(1)	7.7 8.8

(*) Walvers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

THE SOLICITOR GENERAL

Staff Training and Development Highlights

For the first time, data on the Staff Training and Development activities of the Ontario Provincial Police has been made available for purposes of reporting; therefore, previous years' data are not actually comparable to 1982/83.

Women's share of Staff Training and Development was 6.3% overall; using the comparable data for 1981/82 and 1982/83, women's share would show an increase of 8% (from 36.6% to 44.6% of total participants).

The proportion of funds spent on women for Staff Training and Development activities was 34.2%, comparing favourably with their 15.0% representation in the Ministry and their 6.3% representation in Staff Training and Development overall.

Of the women involved in Staff Training and Development, a majority (54.2%) took courses of a Managerial/Supervisory or a Technical/Professional nature.

Inventories

The Ministry has several Inventories, including an inventory of all Ministry female employees by classification, an inventory of Senior Women in the Ministry, and an inventory of all female employees in the regions, by district, detachment and classification.

The Career Goal Inventory includes women identified and/or requesting accelerated career development, by current classification, education, experience, type of a.c.d. requested and next step (i.e. classification) in career path.

The Ministry also has an inventory of submissions from Agency Heads, Managers and Branch Directors identifying specific areas for on-the-job training throughout the Ministry.

Regional Delivery

In 1982/83, the Program Manager travelled to Regional Offices in Brampton, Aylmer, Burlington, Chatham, Cochrane, Thunder Bay, London and Brockville. Workshops were held for Barrie and Long Sault Districts, and counselling was available to all Regional women.

News packages are sent regularly to regions. "Scanner", the newsletter from the Human Resources Development Office, focussed a great deal of attention on Affirmative Action and Regional activities. The Ontario Police College in Aylmer now has an Equal Opportunity Committee.

The office's Residential Seminar had Regional representation, and female employees of the Ministry attended Regional Delivery days, sponsored by the Ontario Affirmative Action Council.

Highlights

The 1982/83 Affirmative Action Program continued to concentrate on Management Accountability and Accelerated Career Development activities. Branch Heads and Branch Directors submitted plans to the Deputy Minister, identifying candidates for career development as well as on-the-job training areas in their Offices/Branches. They reported Affirmative Action results to the Deputy Minister semi-annually.

Accelerated Career Development included on-the-job training, job rotation, acting appointment and secondment, and the original projections for 1982/83 were achieved and actually doubled. The Affirmative Action Incentive Fund was accessed in full. The Ministry's on-the-job training program remains the cornerstone of Affirmative Action in this Ministry. The program has been enthusiastically received by managers and trainees alike. There has been a "snowballing" effect attributed to this program--there has been a significant positive impact for both male and female staff. Skills acquired have assisted women in their career paths to entry-level and middle management, technical and professional classifications. On-the-job training opportunities have included experience in Internal Audit, microtechnology, Intelligence and Human Resources.

The A.A.P.M. visited various regional offices, including Burlington, Chatham, Cochrane, Thunder Bay, London and Brockville. Workshops were held in Barrie and Long Sault. Two Career Development sessions were held for female employees in the Toronto area. Ministry news packages were regularly sent to all District Offices. The A.A.P.M. was Chair of the Affirmative Action Council's Regional Delivery Task Force.

A presentation on the Affirmative Action Program was made to all managers in the Forensic Sciences Centre. The Equal Opportunity Advisory Committee and Task Forces continued to address problem areas and initiate activities to reflect or meet employee needs. They offered lunch-hour workshops and courses, including "Strategies for Success" and a Residential Seminar. Scanner, the bi-monthly Ministry newsletter, was published with a new masthead. The three Human Resources Libraries were updated and maintained by three Ministry volunteers. Affirmative Action material is housed in all locations.

The data base was updated with the Annual Statistics Report being printed and distributed. Close monitoring of competitions in under-represented classes took place and post-audit of all competitions in the Ministry was conducted by the A.A.P.M.

The Human Resources Development Advisor offered career, academic and personal counselling to women in the Ministry, as well as consultation to Managers in relation to staff and individual problems and concerns. She visited regional offices and implemented the Ministry's Performance Appraisal System with an Affirmative Action component.

MINISTRY OF: TOURISM AND RECREATION
-includes Ontario Place Corporation

CHAPTER 27

NOTE: This Ministry is one of three "new" ministries constructed from the re-alignment of the Ministry of Industry and Tourism and the Ministry of Culture and Recreation. The data accumulated during this year of transition has no previous years' information for use as comparisons.

Total Number of Employees in the Ministry:	541
Women's Share of Ministry Employment:	41.8% (226)
Women's Share of Female OPS Employment:	0.8%

Salary Distribution

Women's average salary	1982/83: \$21,834.
Men's average salary	1982/83: \$27,720.

Women's average salary was 78.8% of men's in 1982/83.

Accelerated Career Development Initiatives

Due to the activity required for the successful amalgamation of the two parts of the Ministries into one, no ACD's were undertaken in 1982/83.

Additional ACDs provided for women from other Ministries:	1
---	---

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 2
b. All other vacancies in under-represented classes filled by women:	b. 0
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 2

Allocation of Resources: Direct: \$- - Indirect \$ - -
(Shared Resources: listed with Ministry of Industry and Trade)

Staff Training and Development

- Number of participants:	# of Men :	54
	# of Women :	51
- Females as a % of total participants:		48.6%
- Female participants as a % of Ministry females:		22.6%



Occupational Distribution of Women in Ministry and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women		Number of Vacancies (%)		Number of Applicants		Number Qualified		Number Interviewed		As a % of Vacancies Filled	
	As of 31/03/83		82/83		81/82		82/83		81/82		82/83	
	No.	% of Total	No.	% of Total	No.	% of Total	M	F	M	F	Total No.	%
Module												
Administrative	34	35.4	N/A		N/A		16	7	11	4	2(1)	50.0
Clerical	6	100.0	N/A		N/A		--	--	--	--	--	N/A
Operational	0	0.0	N/A		N/A		2	0	2	0	0	N/A
Professional	1	10.0	N/A		N/A		29	3	3	0	0	N/A
Technical	0	0.0	N/A		N/A		--	--	--	--	--	N/A
Category												
Administrative Services	51	37.8	N/A		N/A		369	72	44	4	0	N/A
Clerical Services	37	78.7	N/A		N/A		--	--	--	--	--	N/A
General Operational Services	4	9.0	N/A		N/A		--	--	--	--	--	N/A
Institutional Care	--	--	N/A		N/A		--	--	--	--	--	N/A
Correctional Services	--	--	N/A		N/A		--	--	--	--	--	N/A
Law Enforcement Services	--	--	N/A		N/A		--	--	--	--	--	N/A
Maintenance Services	2	2.6	N/A		N/A		39	1	6	1	0	N/A
Office Services	83	100.0	N/A		N/A		--	--	--	--	--	N/A
Scientific and Professional Services	2	33.3	N/A		N/A		--	--	--	--	--	N/A
Technical Services	6	28.6	N/A		N/A		--	--	--	--	--	N/A
Totals	226	41.8	N/A		N/A		455	83	66	12	2(1)	16.7

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No of Vacancies" and "Women Hired".

TOURISM AND RECREATION

Staff Training and Development Highlights

The percentage of female staff receiving staff development (22.6%) exceeded the percentage of male staff (17.1%) receiving the same. Female staff received an equivalent amount of training dollars (41.6%) to their representation in the Ministry (41.8%). The courses women participated in within the Recreation Division, claimed sixty percent of the person days spent on staff development by that division, and all fell into the professional category.

Inventories

An inventory of all women who have expressed an interest in career development initiatives through performance review and personal contacts is frequently referred to by the Affirmative Action Manager, often at the request of senior staff.

An inventory of eligible female civil servants with interest in and skills required by the Ministry was initiated in order to address the need to generate a pool of qualified female candidates under the current constraints.

Regional Delivery

Active participation by the field offices in the Regional Delivery Task Force activities and interministerial activities in Thunder Bay is ensured by the Manager. Regular liaison was made with the Tourism representative on the new Sault Ste. Marie Interministerial Committee. Most field locations have fewer than five female staff.

Highlights

In the establishment of the Ministry, women were well represented in those new areas created for program planning and financial analysis. The two AM-21 positions created in that area were both won by female candidates and three of four AM-18 positions also have female incumbents.

One manager of an area predominantly female (travel counsellors) was reclassified to the AM-20 level, recognizing the scope and complexity of her position.

The Ministry of Tourism and Recreation was formed during the 1982/83 fiscal year and the process of amalgamation, as well as that of appointing a Manager for the new Ministry, limited the amount of activity that was possible in 1982/83.

MINISTRY OF: TRANSPORTATION AND COMMUNICATIONS

CHAPTER 28

Total Number of Employees in the Ministry:	9,736
Women's Share of Ministry Employment:	17.7% (1,725)
Women's Share of Female OPS Employment:	6.0%

Salary Distribution

Women's average salary	1981/82: \$16,454. 1982/83: \$18,988. An increase of 15.4%.
Men's average salary	1981/82: \$21,700. 1982/83: \$24,364. An increase of 12.3%.

Women's average salary was 77.9% of men's in 1982/83 (compared to 75.8% in 1981/82), for a decrease in the wage gap of 2.1%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAIF)	13 --
Other ACDs:	68
Total number of initiatives undertaken by Ministry women:	81
% of Ministry women this represents:	4.7%
Additional ACDs provided for women from other Ministries:	1

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 7
b. All other vacancies in under-represented classes filled by women:	b. 28
(Total represents "a" plus "b" above. See Table on following page for further detail.)	
TOTAL	35

Allocation of Resources: Direct: \$114,056. Indirect \$4,165.

Staff Training and Development

- Number of participants:	# of Men :	3,704
	# of Women :	979
- Females as a % of total participants:		20.9%
- Female participants as a % of Ministry females:		56.8%



and

Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women			Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83		% in 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled 82/83 81/82
	No.	% of Total											
Module													
Administrative	67	13.6	12.4	65(43)	91(23)	483	138	146	47	88	27	18(11)	27.7 13.2
Clerical	27	49.1	50.9	4(1)	9	15	13	9	6	9	7	2(0)	50.0 0.0
Operational	0	0.0	0.0	25	19	148	0	112	0	116	0	0	0.0 0.0
Professional	12	2.5	5.0	26(14)	64(13)	454	27	146	10	50	1	1(1)	3.8 9.4
Technical	3	0.6	0.4	8	10(4)	78	0	66	0	47	0	0	0.0 0.0
Category													
Administrative Services	93	12.2	10.4	58	120	747	144	257	45	157	33	9	15.5 24.2
Clerical Services	840	68.7	67.8	1	2	0	2	0	1	0	1	1	100.0 0.0
General Operational Services	13	6.7	6.4	2	14	42	24	14	3	9	3	0	0.0 14.3
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	21	0.7	0.6	131	183	987	15	541	10	336	7	2	1.5 2.2
Office Services	521	93.9	94.5	--	1	--	--	--	--	--	--	--	100.0
Scientific and Professional Services	24	16.9	9.6	5	1	61	6	28	2	25	2	1	20.0 100.0
Technical Services	104	5.3	5.1	33	72	397	30	136	6	96	4	1	3.0 6.9
Totals	1725	17.7	17.9	358(58)	586(40)	3412	399	1455	130	933	85	35(12)	9.8 10.2

(*) Waivers of competition for Management classes and surplus placements (Article 24 of the Collective Agreement) for Bargaining Unit classes are listed separately in brackets and included only in "No. of Vacancies" and "Women Hired".

TRANSPORTATION AND COMMUNICATION

Staff Training and Development Highlights

During 1982/83, the total number of participants involved in Staff Training and Development dropped 30.8% with marked decreases in the areas of Technical/Professional and Managerial/Supervisory training. However, women's total share of training (20.9%) was greater than their Ministry representation (17.7%) and increased from previous years.

Women comprised 19% of the participants on internal (MTC and CSC) courses as compared to 14.2% in 1981/82 and 13.4% in 1980/81. The percentage of women enrolled in Managerial/Supervisory courses significantly increased to 16.2% as compared to 8.6% in 1981/82 and 15% in 1980/81.

In addition, of the 518 employees enrolled in external courses, 189 (36.5%) were women.

Inventories

A Career Development System Inventory is maintained in the Affirmative Action Program Office. This Inventory includes formal education, work history and skills, and career goals and/or interests of MTC women. It is accessed to identify women interested in specific career fields, and to nominate them for Ministry developmental opportunities to assist them in attaining their career goals.

Regional Delivery

The Ministry's network of Regional Affirmative Action representatives includes 5 Council Members and 34 Unit Representatives in the Regional and District offices. The Network provides a communication and information dissemination system for the Program and related staff concerns.

In addition, a communication link has been established with each region via an Affirmative Action Regional Co-ordinator. The Co-ordinator acts as the Affirmative Action management liaison for each Region and is responsible for working with managers to co-ordinate the development and implementation of Affirmative Action initiatives.

Highlights

A Computer Application Training Program was established to provide on-the-job experience and formal training to women within the Ministry to help them qualify for systems-related positions in the user areas. Four women completed this 6-8 month training program during 1982/83.

Management Development Opportunities were initiated to provide developmental opportunities for women with the potential and interest to progress into entry and middle management level positions.

Two women were appointed to Executive Director Acting positions.

Resources Management Committee set up and allocated a Ministry Incentive Fund of \$62,000 to provide managers with salary and D.O.E. dollars to back-fill for candidates on these and other Accelerated Career Development assignments. Eleven assignments were initiated due to this Incentive Fund.

The Ministry Affirmative Action Council co-ordinated the publication of four issues of the "Working Together" Newsletter with the purpose of increasing employees' understanding of Affirmative Action programs and activities.

A two-day Affirmative Action Conference was held for 70 Unit Representatives and Council Members and highlighted a Staff Training session on Career Planning and a panel of MTC women in non-traditional jobs.

Affirmative Action Program staff conducted 85 career- and work-related counselling sessions with female staff.

MINISTRY OF: TREASURY AND ECONOMICS

CHAPTER 29

Total Number of Employees in the Ministry:	361
Women's Share of Ministry Employment:	52.4% (189)
Women's Share of Female OPS Employment:	0.7%

Salary Distribution

Women's average salary	1981/82: \$22,356. 1982/83: \$24,805. An increase of 11.0%.
Men's average salary	1981/82: \$32,863. 1982/83: \$35,718. An increase of 8.7%.

Women's average salary was 69.4% of men's in 1982/83 (compared to 68.0% in 1981/82), for a decrease in the wage gap of 1.4%.

Accelerated Career Development Initiatives

Number of ACD initiatives under the A. A. Incentive Fund (plus: indirectly due to AAlF)	- - - -
Other ACDs:	10
Total number of initiatives undertaken by Ministry women:	<hr/> 10
% of Ministry women this represents:	5.3%
Additional ACDs provided for women from other Ministries:	- -

Breakthroughs

a. First woman, or one of very few women, at a level or a particular position within a level:	a. 2
b. All other vacancies in under-represented classes filled by women:	b. 1
(Total represents "a" plus "b" above. See Table on following page for further detail.)	TOTAL 3

Allocation of Resources: Direct: \$30,523. Indirect \$ - -

Staff Training and Development

- Number of participants:	# of Men :	241
	# of Women :	231
- Females as a % of total participants:		48.9%
- Female participants as a % of Ministry females:		122.2%



Occupational Distribution of Women in Ministry
and
Hire / Promotion Progress Report in Under-Represented Classes

Occupational Module / Category	Distribution of Ministry Women				Number of Vacancies (*)		Number of Applicants		Number Qualified		Number Interviewed		Women Hired (*)	
	As of 31/03/83 No.	% of Total	% In 1981/82	82/83	81/82	M	F	M	F	M	F	Total No.	As a % of Va- cancies Filled	
													82/83	81/82
Module														
Administrative	18	37.5	29.2	2	1	238	36	27	3	8	2	1	50.0	0.0
Clerical	6	85.7	85.7	1	--	15	1	5	0	4	0	0	0.0	--
Operational	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--	--
Professional	38	30.2	29.5	14(11)	12(6)	71	89	50	11	29	13	2(2)	14.3	25.0
Technical	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Category														
Administrative Services	9	39.1	40.9	--	2	--	--	--	--	--	--	--	--	0.0
Clerical Services	58	77.3	73.4	--	1	--	--	--	--	--	--	--	--	0.0
General Operational Services	0	0.0	0.0	1	1	35	0	7	0	6	0	0	0.0	0.0
Institutional Care	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Correctional Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Law Enforcement Services	--	--	--	--	--	--	--	--	--	--	--	--	--	--
Maintenance Services	0	0.0	0.0	--	--	--	--	--	--	--	--	--	--	--
Office Services	44	97.8	97.7	--	1	--	--	--	--	--	--	--	--	0.0
Scientific and Professional Services	9	42.9	42.9	--	--	--	--	--	--	--	--	--	--	--
Technical Services	7	87.5	87.5	--	--	--	--	--	--	--	--	--	--	--
Totals	189	52.4	50.1	18(11)	18(6)	359	126	89	14	47	15	3(2)	16.7	16.7

TREASURY AND ECONOMICS

Staff Training and Development Highlights

Over the past three years, participation by Ministry women in Staff Training and Development has increased by 73.7%. In 1982/83 female participation in staff development exceeded their share of Ministry employment (many women took more than one course).

The numbers of women participating in courses of a Managerial/Supervisory nature are increasing: in 1981/82 only 3% of all courses taken by women fell into this category, whereas in 1982/83 Managerial/Supervisory courses accounted for 25% of the female total.

Female participation in courses with a Technical/Professional content have remained high, accounting for over half (58%) of all courses taken by women.

Inventories

The Ministry maintains a Human Resources Inventory, listing all employees, detailing: employee name, sex, classification, date of classified appointment and branch. All this information is categorized by occupational module and classification so that feeder groups for all vacancies are easily identified. It is accessed regularly by the AAPM to notify women of career opportunities and to assist in planning accelerated career development initiatives.

Highlights

In keeping with employees in the Ministry who have an interest in moving into administrative and/or management positions, the ministry sponsored two 1-day workshops, "The Nuts and Bolts of Managing in the Ontario Government". It was designed to promote a greater understanding of management functions within government and development of skills in the appropriate areas. Overall, there were 54 participants.

In addition, 18 employees attended a half-day seminar on strategic planning sponsored by the Ministry. Participants were provided with a basic overview of strategic planning and senior level decision-making processes.

An Affirmative Action Newsletter was initiated to provide outreach and serve basic information needs of Ministry employees. Information is published quarterly on developmental activities within the Ministry, as well as various other topics and upcoming events relevant to the Affirmative Action Program.

The Ministry published a brochure on "Accelerated Career Development and Affirmative Action MBR Planning". The brochure was prepared to assist managers in developing action plans which address affirmative action goals and objectives. It is intended to be an extension of the performance appraisal process and a planning tool for highlighting developmental needs, expectations and costs.

The Ministry's Affirmative Action Program Manager chaired the Affirmative Action Council's Task Force on Public Relations and participated on the Impact of New Technology Task Force.

A significant number of the Ministry's under-represented classes have small populations and, in many cases, low turnover rates, which make it difficult to set targets. In the absence of priority formula targets, the Ministry continued its commitment to the program by setting and meeting 2 non-formula targets at the PM-19 level, Economics and Statistics group in the Professional Module.

THE LIQUOR CONTROL BOARD OF ONTARIO

CHAPTER 30

Total Number of Employees: 3,477
Women's Share of Board Employment: 8.9% (311)

Occupational Characteristics

Total Number of Store Employees: 2,619
Women's Share of Store Employment: 5.6% (146)
(an increase of 1%)

46.9% of total female employees are in the store system.

3 women in the store system are Store Managers.

23 more women are employed by the Board than in 1981/82, although the total number of employees has decreased.

Salary Distribution

Women's salary in 1982/83:	(1)	.3%	-	\$12,000
	(1)	.3%	-	\$14,000
	(18)	5.8%	-	\$16,000
	(30)	9.6%	-	\$18,000
	(61)	19.6%	-	\$20,000
	(200)	64.3%	-	over \$20,000
	(311)	100 %		

Women decreased their representation in the below \$18,000 range and increased representation in the \$20,000 and over range.

Outline of 1982/83 Action Plans

Executive Policy Commitment and Involvement

During 1982/83, the Chairman and General Manager continued to support the program and communicated goals and objectives via memorandum to all employees. A Statement of Principles between the LCBO and the Ontario Human Rights Commission dealing with Personal Harassment was issued to all employees.

Assignment of Responsibility

The full-time Program Manager reports directly to the Assistant General Manager of Personnel Administration.

She is responsible for the overall planning and co-ordination of the Affirmative Action Program and meets regularly with the Assistant General Manager to discuss problems and initiatives, and makes recommendations to ensure positive results are achieved.

The Program Manager is an associate member of the Affirmative Action Council and attends monthly meetings.

Allocation of Resources: Direct: \$52,560

The Program Manager developed and administered a separate budget.

Clerical assistance was provided when required.

Information Systems

Staff Training & Development

12 women participated in Management Development Workshops.

Career Development

A total of 59 women participated in various Professional Development Seminars and related workshops.

A total of 14 women applied for Financial Tuition Assistance and successfully completed courses.

Recruitment, Selection and Promotion

The Program Manager continued to monitor competitions in under-represented areas and was a participant in the competition process at selected interviews.

During the fiscal year, 17 women were promoted.

Of the total hires, 26.1% or 41 were women.

Of these women, 29 were hired in non-traditional positions, e.g. store clerks, and warehouseworkers.

Breakthroughs

One woman was promoted to Manager of a Liquor Store.

Another significant breakthrough occurred when a woman was promoted from the Secretarial stream to the position of Lab Technician.

Regional Program Delivery

The Program Manager visited several districts throughout the province and delivered seminars on the new Ontario Human Rights Code with particular emphasis given to Sexual Harassment. Meetings regarding the Program were held with new Managers, Area Managers and District Supervisors.

Four noon-hour sessions about sexual harassment were presented for all employees at Head Office, sponsored by the Affirmative Action Program.

Staff Training and Development continued to include Affirmative Action as part of the agenda and monthly presentations were made to Assistant Managers.

An updated brochure on Affirmative Action was published, and continues to be included in the new employees' Orientation Kit.

A newsletter entitled "The Balance" was published and issued quarterly to all female employees.

NIAGARA PARKS COMMISSION

CHAPTER 31

Agency Description

Total Number of Employees: 248

Women's Share of N.P.C. Employment: 25.8% (64)

Occupational Characteristics

OCCUPATIONAL MODULE/CATEGORY	DISTRIBUTION OF WOMEN		% OF WOMEN IN N.P.C.
	# AS OF 31/03/83	% OF MOD./CAT.	
MODULES:			
Administrative	0	0	0
Clerical	1	25.0	1.6
Operational	0	0	0
Professional	0	0	0
Technical	0	0	0
CATEGORIES:			
Administrative Services	0	0	0
Clerical Services	18	85.7	28.0
General Operational Services	10	13.8	15.6
Maintenance Services	0	0	0
Office Services	11	100	17.2
Scientific and Professional Services	1	33.3	1.6
Technical Services	1	50	1.6
Retail Manager	9	36.4	14.1
Retail Sales Clerk	13	92.9	20.3
TOTALS	64	25.8%	100.0

Staff Training and Development Highlights

Of the 48 staff members attending courses, 14 or 29.2% were women, comparing quite favourably with their 25.8% representation in the Commission. Women's share of the training dollar was 16.6% (\$562.75), while men's share was \$2,822.00.

There were 40 courses attended in all, including a 3 day seminar facilitated by the Director of Personnel.

Highlights

The Manager of the Queenston Heights Restaurant, in addition to her regular duties, is the Women's Co-ordinator for the Niagara Parks Commission. The Women's Advisory Committee meets once a month during the off-season to discuss any areas of concern which may exist.

The Women's Affirmative Action Manager/Co-ordinator reports directly to the General Manager of the Niagara Parks Commission, who provides his full support and involvement in the program.

Three Noon-Hour Programs were held during the off season, and were well attended by both men and women. As well, a presentation was given to the members of the Women's Affirmative Action Committee and also the Department Heads for the Niagara Parks Commission, by Terry Bisset, Affirmative Action Program Manager at one of the Ministries of the O.P.S.

Several hirings/promotions took place through the 1982/83 year, including three which could be considered "breakthroughs": a female was hired permanently as a Pastry Chef, a female was hired (out of 138 applicants) for a new position, Group Sales Co-ordinator; and a female sales clerk was promoted to Seasonal Manager in the Horticulture Department.

T. V. ONTARIO
(Ontario Educational Communications Authority)

CHAPTER 32

Agency Description

Total Number of Employees: 408

Women's Share of Agency Employment: 52.2% (213)

Occupational Characteristics

The breakdown of category and salary bands is unique to this Agency due to the Personnel and Payroll Systems in effect at TV Ontario.

By-Law Salary Level*	Male		Female		Total	
	#	% Cat.	#	% Cat.	#	% of Employees
1	4	100.0	-	-	4	1.0
2	6	85.7	1	14.3	7	1.7
3	14	82.4	3	17.6	17	4.2
4	7	70.0	3	30.0	10	2.5
5	30	61.2	19	38.8	49	12.0
6	9	64.3	5	35.7	14	3.4
7	10	62.5	6	37.5	16	3.9
8	4	44.4	5	55.6	9	2.2
9	6	22.2	21	77.8	27	6.6
10	3	25.0	9	75.0	12	2.9
11	-	-	3	100.0	3	0.7
12	3	75.0	1	25.0	4	1.0
13	-	-	3	100.0	3	0.7
14	-	-	19	100.0	19	4.7
15	-	-	12	100.0	12	2.9
16	-	-	-	-	-	-
17	99	49.0	103	51.0	202	49.6
TOTAL	195	47.8	213	52.2	408	100.0

* Salary Level Description

- | | |
|-----------------------------|--------------------------------|
| 1) Executive Management | 10) |
| 2) | 11) Officer/Professional |
| 3) Senior Management | 12) |
| 4) | 13) |
| 5) Middle Management | 14) Administrative/Secretarial |
| 6) | 15) |
| | 16) |
| 7) | 17) Bargaining Unit |
| 8) Supervisory/Professional | |
| 9) | |

Salary Distribution

Women's average salary was \$24,392 compared to \$22,043 in 1981/82, for an increase of \$2,349 (10.6%).

Men's average salary was \$32,325 compared to \$30,051 in 1981/82, for an increase of \$2,274 (7.6%).

Women's average salary in 1982/83 was 75.4% of men's compared to 73.4% in 1981/82, for a decrease in the wage gap of 2%. In part, this occurred as a direct result of a constraint of 6% on the top four levels, where most of the higher salaried positions are held by men.

Outline of 1982/83 Action Plans

Assignment of Responsibility

This year's activities directly reflect TV Ontario's interest in concentrating greater resources on Human Resource Planning and Staff Training and Development activities. The Personnel Planning and Development Officer (formerly HRD Officer) continues to serve as the Women's Advisor and to represent TV Ontario as an associate member on the Affirmative Action Council. In addition she also served as TV Ontario's representative at the UNESCO Subcommission on the Status of Women annual meeting in Ottawa.

Allocation of Resources: Direct: \$16,000. Indirect: \$1,700.

Management Participation and Accountability

As a result of the Report 1981/82 on the Status of Women Crown Employees, a discussion with members of the Board of Directors was held concerning an interest in learning more about equal pay for work of equal value. A proposal for an agenda for a special meeting was agreed upon for 1982/83. In addition, copies of the full report were distributed to all management by the Executive Director.

Information Systems

Staff Training and Development

During 1982/83, 37 women were financed by TV Ontario to participate in courses offered at educational institutions. This represents 67% of all requests which were funded.

The Women's Advisor participated in the expanded orientation program for new employees, describing her role and the information and assistance available to TV Ontario employees.

Arrangements were made for 10 interested women to attend the American Women in Radio and Television Conference held in Toronto.

A "needs" analysis of support staff was conducted to ascertain interests and needs for developmental workshops in the coming fiscal year. A number of topics were identified around the issue of career planning. These are being included in the 1983/84 workplan objectives.

A special seminar was held with noted author and speaker, Heather Menzies, addressing the issue of the Impact of Computer Technology on the Workplace and Women's Employment. A number of members of the Affirmative Action Council Task Force on the Impact of New Technology attended the seminar.

Highlights

A proposal was made during this fiscal year to examine the impact of VDTs on the workplace. A survey of key user areas was undertaken. A report with recommendations will be provided in the coming year.

Of the 37 new hires during 1982/83, 21 (56.8%) were women, who filled positions in Bargaining Unit (11), Administrative/Secretarial (2), Officer (5), Supervisory (1) and Managerial (2) levels.

A breakthrough occurred with a woman being hired into the Master Control area as an Operations Technician; this is actually the second such placement.

THE WORKERS' COMPENSATION BOARD

CHAPTER 33

Agency Description

Total Number of Employees as of December 31, 1982: 3,129

Women's Share of Board Employment: 63.9% (2,000)

Occupational Scale	Number of Women		Women as % of Scale		% of all Women Employees	
	1982	1981	1982	1981	1982	1981
Management & Senior Admin.	557	513	39.0	38.1	27.9	26.1
Treatment	114	114	72.1	74.0	5.7	5.8
Industrial	29	28	23.7	22.8	1.4	1.4
Clerical	1,300	1,313	91.4	92.3	65.0	66.7
TOTAL	2,000	1,986	63.9	64.6	100%	100%

Summary of Occupational Changes From 1981 to 1982

During 1982, the W.C.B. increased the number of its employees by 84 (2.8%); 381 (38.1%) were women and 52 (61.9%) were men. At the end of 1981, 64.6% of W.C.B. employees were women, compared to 63.9% at the end of 1982.

Women's representation in the Management and Senior Administrative Scale has been steadily increasing since 1976, at which time it was 26.0%. This trend continued in 1982:

- 1981 - 38.1% of Management and Senior Administrative Scale
were women
- 1982 - 39.0% of Management and Senior Administrative Scale
were women

Women's average salary was 74.9% of men's in 1982. This is an 11.8% increase over the 1981 figure of 63.1%. Women's increased representation in the Management and Senior Administrative scale, together with strong equal opportunity employment practices, have contributed to this decrease in the wage gap.

Outline of 1982 Action Plans

The Equal Opportunity Action Plan for 1982 was presented to Management Committee by the Human Rights and Equal Opportunity Co-ordinator and was approved.

The full-time Human Rights and Equal Opportunity Co-ordinator reports to the Vice-Chairman of Administration and General Manager, and discusses various issues with the Executive Director of the Human Resources Division on a regular basis.

Direct support staff consists of one full-time Program Assistant and one full-time Secretary. The Human Resources, Communications and Vocational Rehabilitation Divisions contributed staff throughout the year as direct support for various projects.

The Human Rights and Equal Opportunity Co-ordinator attended bi-weekly Employment and Staff Development Branch meetings to keep members of the Division up-to-date on women's program activities.

The Human Rights and Equal Opportunity Co-ordinator and the Program Assistant were associate members of the Affirmative Action Council and participated on Task Forces, specifically, the Impact of New Technology Task Force and the Public Relations Task Force.

Allocation of Resources: Direct: \$61,300 Indirect: \$33,200*

(* from the Executive Director's Budget in Human Resources Division)

Management Participation and Accountability

Executive Directors and Directors assisted in program planning and implementation through suggestions and recommendations to the Human Rights and Equal Opportunity Co-ordinator.

The Human Rights and Equal Opportunity Co-ordinator presented "Human Rights in Employment" workshops to managers representing all Divisions of the W.C.B.

The Human Rights and Equal Opportunity Co-ordinator was an active member on the Occupational Health and Safety Committee. This involved monthly meetings with Union Representatives regarding W.C.B. employees' health and safety.

The Human Rights and Equal Opportunity Co-ordinator was an active member of the Personnel Policy Committee. The Committee, active in the development of new policies as well as in the process of updating and revising existing policies, convened as required.

The Equal Opportunity Program became the Human Rights and Equal Opportunity Program and over 200 staff members were impacted by related counselling and workshop sessions.

Staff Training and Development Highlights

Of the total women employees, 45.2% (904) participated in staff training and development courses in 1982; this represents an increase of 8.6% over 1981 figures.

Regional Program Delivery

The Human Rights and Equal Opportunity Co-ordinator conducted Personal and Sexual Harassment information sessions in the Hamilton and North Bay Area Offices and the St. Catharines Information Service Office.

Additional Program Activities

The Human Rights and Equal Opportunity Program's scope included other major activities; specifically, Human Rights in Employment and Equal Opportunity for the Handicapped.

Human Rights in Employment was a focal point of the 1982 W.C.B. program, reflecting the significance of the proclamation of the new Human Rights Code.

Specific program activities conducted by the Co-ordinator included presentation of "Human Rights in Employment" workshops to over 120 management employees representing all Divisions of the W.C.B., counselling W.C.B. employees on Human Rights complaints, and publishing and distributing two newsletters focusing on sexual harassment in the workplace and cross-cultural communications.

The Co-ordinator assisted in the revision of the W.C.B.'s Application for Employment Form, ensuring compliance with the new Human Rights Code. This was in co-operation with the Ontario Human Rights Commission.

In 1982, an activity of the Equal Opportunity for Handicapped Program included the rehabilitation of injured and disabled Board employees. This involved counselling sessions, temporary job placements and arranging flexible work-hours to accommodate medical treatments.

Specific program activities conducted by the Co-ordinator included:

- monitoring the W.C.B.'s employment of rehabilitated injured workers.
- counselling handicapped employees, involving such issues as coping with the work environment, human rights for the disabled and on-the-job harassment due to their disability.
- providing consultation for the purchasing and rental of technical aids for a disabled employee in the London Regional Office, to enable the employee to continue working.

APPENDIX

AFFIRMATIVE ACTION PROGRAM DIRECTIVE



GENERAL POLICY

Policy

Intent:

Equal opportunity for women Crown employees is the policy of the Ontario Government. In order to accelerate the rate of improvement in women's occupational status, the Ontario Government has also approved a policy of Affirmative Action for Women Crown Employees. Ministries are therefore directed to continue their Affirmative Action programs.

Authority

References:

Management Board Minutes of February 12 and March 4, 1980.

Cabinet Minutes of February 20 and March 12, 1980.

Definitions:

"Equal
Opportunity"

Equal Opportunity is the policy of the Ontario Government. It involves equality of access to all positions, and to training, promotional, and developmental opportunities regardless of race, creed, colour, age, sex, marital status, nationality, ancestry, or place of origin.

"Affirmative
Action"

Affirmative Action is a results-oriented approach to increase the utilization of women in the work force. It involves:

- policy review and modification to eliminate systemic barriers to women's advancement; and
- planned, measurable results for achieving improvements in women's participation in staff development and in their occupational distribution.

"Systemic
Barriers"

Systemic Barriers refer to policies and practices which in themselves, or through inappropriate application, disadvantage certain groups in the work force.

"Numerical
Planning
Targets"

Numerical Planning Targets refer to minimum targets for improving women's representation in under-represented categories, modules and levels which are planned by the ministry and approved by Management Board.



► GENERAL POLICY (continued)

Definitions: (continued)

"Accelerated
Career
Development"

Accelerated Career Development refers to direct career development activities aimed at increasing the pool of qualified women within the Ontario Public Service by such means as:

- on-the-job training, job rotations and secondments; or
- full sponsorship of special staff development programs.

"Under-
represented
Category, Module
or Level"

Refers to any category, module, or level where women make up less than 30% of the population.

Applicability:

This policy applies to all ministries and to agencies, boards and commissions subject to Management Board policies, unless otherwise directed by Management Board.

Corporate
Goal:

The corporate and long-term goal of the Affirmative Action Program is to achieve equal opportunity for women Crown employees.

The achievement level of this goal is that representation by women, in all modules and categories, reach a minimum of 30% by the year 2000.

Corporate
Objective:

The long-term objective of the Affirmative Action Program is to raise the level and diversify the occupational distribution of women Crown employees as tangible evidence of their obtaining equal opportunity.

The planned achievement level of this objective will be determined by Management Board and communicated to all deputy ministers.

Ministry
Objective:

The long-term ministry objective for the Affirmative Action Program is to raise the level and diversify the occupational distribution of women according to numerical planning targets developed by the ministry and approved by Management Board.



GENERAL POLICY (continued)

Affirmative
Action
Incentive
Fund:

A centrally monitored Affirmative Action Incentive Fund has been established by Management Board and is available to ministries:

- . to encourage achievement of the program objective; and
- . to assist managers in providing accelerated career development for women.

Criteria for accessing the fund and administrative procedures are available from the Women Crown Employees Office, Ministry of Labour.

Resource
Allocation:

Resources allocated by ministries to the Affirmative Action Program should:

- a) be clearly identified; and
- b) relate to:
 - . the size of the ministry;
 - . the proportion of women in the ministry;
 - . regional organization;
 - . ministry characteristics; and
 - . results achieved.



► MINISTRY IMPLEMENTATION REQUIREMENTS

Basic
Essentials:

The following basic essentials are required of all ministries:

- an Affirmative Action Program Manager, appointed by the ministry;
- a comprehensive data base;
- systems to ensure management accountability, which shall include tying affirmative action results to the ministry's performance appraisal system;
- review and monitoring of both personnel and management policies and procedures;
- regional delivery.

Ministry
Priorities:

In order to increase the pool of women qualified to compete for positions in the Ontario public service, all ministries must undertake accelerated career development in the form of:

- on-the-job training, job rotation and secondments; or
- full sponsorship of special staff development programs.

Choice of
Priorities:

Ministries must choose a minimum of 2 priorities from the following:

- a) Priorities to raise the level of the occupational distribution of women, i.e. initiatives to get more women into:
 1. executive positions (Program Executive Plan and Senior Compensation Plan);
 2. middle management (any under-represented modules);
 3. entry level management positions.
- b) Priorities to diversify the occupational distribution of women, i.e. initiatives to get more women into:
 1. skilled and semi-skilled trades and services;
 2. technical specialist positions;
 3. professional specialties.

Criteria for
Choosing
Priorities:

Ministries must ensure that the priorities they choose:

- relate to ministry problems (see "Criteria for Identifying Problems" in this Section);
- are realistic in quality and quantity;
- progress from the current stage of the ministry's Affirmative Action development and the results achieved to date;



► MINISTRY IMPLEMENTATION REQUIREMENTS (continued)

Criteria for
Choosing
Priorities:
(continued)

- take advantage of special conditions and opportunities for raising and/or diversifying the occupational status of women. (For example, expected high turnover in any level of any under-represented category or module which would provide great potential for increasing the number of women.)

Criteria for
Identifying
Problems:

A problem exists where:

- little or no increase in women's representation over the last three years in any under-represented category/module/classification level has taken place;
- no women or very few women are in a level of a category/module/classification level;
- no or very few immediate potential female candidates exist for any level in an under-represented category or module;
- women have not been hired in proportion to their availability over the last three years in a level of a category or module. (Availability here refers to internal availability, which is women at the level directly below the vacancy, and external availability, which includes the numbers of women available from the private sector and in proportion to their graduate ratios. Data on availabilities are provided by the Women Crown Employees Office.)

Reporting
Systems and
Procedures:

Management by Results Reports (MBRs):

- should be submitted to the Women Crown Employees Office on December 1st of each year for analysis; and
- will be formally reviewed and approved by Management Board at the ministry's estimates review and approval process.

A brief semi-annual status report:

- should be submitted to the Women Crown Employees Office on September 30th of each year;
- will form the Affirmative Action Section of the General Management Report to Cabinet; and
- will be reviewed by the Civil Service Commission and Management Board prior to Cabinet.

Year-end reports on results achieved should be submitted to the Women Crown Employees Office on April 30th of each year for compilation of the Annual Report on the Status of Women Crown Employees.



MINISTRY IMPLEMENTATION REQUIREMENTS (continued)

Corporate
Monitoring and
Evaluation:

- The corporate monitoring and evaluation process includes:
- the Annual Report on the Status of Women Crown Employees which is tabled in the Legislature;
 - the Affirmative Action Program Section of the Management Board's General Management Report; and
 - year-end and periodic status reports prepared by the Women Crown Employees Office for Management Board.

Ministry
Evaluation and
Modification:

Ministries are required to maintain their own systems of internal evaluation and modification. For assistance, see the WCEO Technical Assistance Paper "Ministry Internal Evaluation".

